

FLIGHT LINES

FEDERAL AVIATION AGENCY-REGION 3



AUGUST SEPTEMBER 1960

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Leonard W. Jurden

Cover Photo
Courtesy
of
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TRIBUTE TO LEN JURDEN

The following is a reprint of an editorial appearing in the
Kansas City TIMES of August 4, 1960.

***Len Jurden, Civil Servant
Extraordinary.***

A Kansas City man who has devoted most of his life to the cause of air safety is leaving his command post. Leonard W. Jurden retires next week after 34 years of federal service. The greater part of this time he has had supervisory charge of the Mid-West's civil airways. Earlier, Len Jurden was one of the pioneers in the government regulation of flying.

His title and responsibilities have changed from time to time as aviation has winged its way through fantastic growth and progress. The federal government has continuously widened its role in air traffic control. Nineteen months ago the Civil Aeronautics administration gave way to the Federal Aviation agency in the latest reorganization. Jurden has been the FAA administrator directing 5,000 employees in this 11-state area.

Aviation people have admired Jurden for his ability to get things done with soft-spoken good-natured effort. He has had a reputation for absolute integrity. Yet he has practiced kindly understanding in the enforcement of exacting rules and regulations.

Len Jurden has made a lifetime contribution to aviation and air safety in a career that reached from the open cockpit-and-goggles era to the 600-mile-an-hour-plus jet transports of today. It is a span of service that should bring him great satisfaction.

This sincere editorial speaks for the public and those who have been associated with Len from outside FAA. We, his third region employees and friends, may rightfully feel a sense of pride in having had a leader who has so well deserved this recognition, which is one of so many. We hope this issue of FLIGHT LINES will pass on to him some indication of our respect and best wishes for his many years to come in which he can continue his interest in aviation, yet fully enjoy the wonderful plans he has for retirement.

I feel I am especially privileged in speaking for all of you in expressing these feelings on this page today. Much more could be written, but I am sure he understands our feelings with these few. Thanks, Len.

Henry L. Newman

LEONARD W. JURDEN RETIRES

AVIATION LEADER COMPLETES THIRTY-FOUR YEARS
SERVICE WITH THE FAA AND PREDECESSOR ORGANIZATIONS,
INCLUDING CAA AND BUREAU OF AIR COMMERCE

Culminating a most colorful and interesting career in government service in aviation, our genial Regional Manager, Leonard W. Jurden, has retired from the Federal Aviation Agency to enter a life of leisure and future plans and projects.

Winding up thirty-four years of federal service, Len's official retirement date is August 31, but on August 11 he cleaned out his desk and began loafing.

Tracing the progress of Len Jurden in aviation is like tracing the progress of aviation itself. From an early beginning as a pilot in the new business of aviation, he grew with the business and grew in stature and responsibility to become the Regional Administrator of the CAA, supervising the workings of more than 5000 employees spread over the eleven states of Region 3 of the Civil Aeronautics Administration. Later, as reorganization of the CAA to the FAA took place, Len was appointed Regional Manager of the same region. From this lofty position he retired on August 31.



THEN ↓

AND

NOW ↑



An examination of Len Jurden's logbook begins with the first entry on March 18, 1918, when he flew one hour and one minute in a Jenny, with the instructor's comments of "Dual landings, circuits good." From this start, Len was to accumulate over 4000 hours of flying in more than fifty different types of aircraft. His latest flying achievements include today's modern jets, indeed a story of "From Jennys to Jets."

Jurden's interest in flying started during World War I when, having moved from Marshall, Mo., to Los Angeles, Len attended Manual Arts High School. Not yet decided on what his mark in life would be, he recalls a determined fellow a half year ahead of himself, then trying to build a glider. The lad was Jimmy Doolittle, who was to become a world famous aeronautical scientist, a setter of flying records, the famous B-25 raid of Tokyo in 1942, and later a lieutenant general in the Air Force. It turns out that that was quite a class of to-be-well-knowns; former Governor Goodwin Knight of California, Frank Capra, movie director, and Lawrence Tibbett, opera and concert singer, who flunked out of the glee club there.

Joining the Army Signal Corps as an aviation Cadet, Len Jurden was assigned to Kelly Field in Texas where he spent the rest of the war as an instructor. Leaving the air service in 1920, and after a stint in other businesses, he joined the Bureau of Air Commerce of the Department of Commerce in 1927 and was assigned to Wichita, first to inspect airplanes and engines, then aeronautical schools. Traveling a great deal, he later operated out of a Kansas City hotel.

As Len put it, "Aviation in those days consisted largely of barnstorming, aerial circuses and Jenny rides at county fairs. By 1930 he was stationed in Kansas City with an office at the Chamber of Commerce. With half a dozen inspectors assigned to him his responsibilities began to grow.

In 1938 Congress passed the Civil Aeronautics Act which created the CAA and Jurden, who had been transferred to New York by then, returned to Kansas City as regional supervisor of the CAA.

The rumble of war drums, those of WWII, resulted in Len being called back into service as a Captain in 1943. Again he was destined to fight his war in Texas, this

"OLD ROCKIN' CHAIR'S GOT ME"



time at Fort Worth headquarters of the Training Command. As special projects officer, he had charge of numerous pilot training programs, one of the most interesting being the women's group, headed by Jacqueline Cochran. Jurden also supervised instruction in the colleges and for foreign pilots, including the Chinese. Later he was to be instrumental in organizing the first large-scale indoctrination of helicopter pilots.

Returning from the service as a Colonel, Len Jurden returned to his former assignment with the CAA in Kansas City. The importance of his job increased in proportion to the astounding growth of the air industry during the last two decades, resulting, at his time of retirement, in his direct guidance and supervision of more than 5000 employees here in his region.

Taking nearly everyone by surprise, Len casually announced at a staff meeting in July, his intentions of retiring. People began buzzing, groups began forming and it was decided that an appropriate ceremony should climax the aviation career of our illustrious "Boss."

A brainstorming session resulted in plans for a banquet on the night of August 11, Len's last day on the job. It was further planned that as a memento of his considerable career in aviation, a Memory Book, recalling the many outstanding events which went to make up Len Jurden's aviation career would be most appropriate and long cherished by the Jurden family.

The evening of August 11 found some 250 FAA'ers and their families gathered in Kansas City in recognition of Len's thirty-four years of federal service and many contributions to aviation. Master of Ceremonies was then Assistant Regional Manager Henry L. Newman, whose MCing kept the program moving at jet-speed. Speaking for all the Region 3, Edward C. Marsh con-

veyed the feelings of all in his appreciation for having had such a fine Boss. John W. Godbold, Regional Director of the 9th District U. S. Civil Service Commission, St. Louis, presented Len with a citation citing our Boss's outstanding service in the public interest.

Tom Davis, representing the R. O. Employees Association, and Artye Marx speaking for the Civairettes, added well wishes for retirement. Artye presented the Jurdens with an unusual barometer for keeping track of the weather.

Clyde Pace eloquently made the presentation of the Memory Book, contained in a gold engraved leather bound book of excerpts from Len's life, including his original application for employment, which according to E. J. Thomas, Chief of our Personnel Division, today would probably be rejected; pictures of Len in the early days of flight; citations such as the Kansas City Aviation Man of the Year award in 1958; and the Civil Service of the Year Award; the many news clippings and magazine features which tell the story of Len's life; plus such gems as an international balloon race committee blue ribbon, commendation for distinguished service in connection with the 50th anniversary of powered flight, dedication ceremonies at the new Regional Office on Troost; and much more.



To Watch The Weather With

Also included were many of the fine and warm letters of congratulations which poured into the office upon the announcement of Len's retirement. Climaxing the Memory Book are photographs of all the 50-odd airplanes that Len's logbook shows that he flew. Personal collections were raided to be able to include these airplanes, which were such an important part of Len Jurden's aviation career.

Jim Pyle, Deputy Administrator, represented the Washington Headquarters, making the trip out specially for the occasion and carrying with him a letter from Administrator Quesada, which said, in part... "the high standards you have set will give greater incentive to those who will be inheriting the tremendous tasks still to be accomplished."

Accompanied by the piano pounding of Milt Zeuner, a local talent quartet made up of Al Lorenz, Chet Wells, Burke Braithwaite and John Caquelard warbled a few bars of "Old Rocking Chair's Got Me", stopped short and complained of no budget.

Just then two large boxes were opened to reveal, in keeping with the retirement theme, two almost-antique rocking chairs, labeled respectively "his" and "hers".

On the serious side, Sid Denfip, representing all those who had a part in it, presented the Jurdens with a television console complete with remote control tuning.

The evening was concluded with everyone wishing Len and Mrs. Jurden well in their retirement plans. Members of the Jurden family besides Len and his wife, Helen, attending the banquet, included Mrs. Jurden's sister Mary Margaret Groves and son Jerry and his wife, Marilyn. Those who stayed up until midnight had the opportunity of seeing Len and Jim Pyle in a TV interview with news commentator Chris Condon on WDAF.

Len Jurden leaves a host of friends and admirers, not only within the Federal Aviation Agency, but throughout aviation world-wide, all of whom will miss him in the industry but who wish him well in his much-earned retirement.

JAMES PYLE ADDRESSING BANQUET CROWD





TESTIMONIAL & FAREWELL DINNER
IN HONOR OF

MR. & MRS. LEONARD W. JURDEN

DATE: AUGUST 11, 1960

SOCIAL HOUR 6:30PM

DINNER HOUR 7:30PM

PLACE: WORLD WAR II MEMORIAL BLDG.

LINWOOD & PASEO - KANSAS CITY

\$2.50 PER PERSON

NO. 1



Seated at the banquet table, left to right, are Henry L. Newman, MC; John W. Godbold, Regional Director 9th District Civil Service Commission; James Pyle, Deputy Administrator, Washington; retiring Boss-man Len Jurden; Mrs Jurden; and Mrs. Jurden's sister, Mary Margaret Groves. At the microphone, top left, Tom Davis; top right, Ed Marsh; bottom left, John Godbold; bottom right, Clyde Pace.





Head table



Jim Pyle and the Boss get serious for a moment



MC Henry Newman starting the program



Boxes reveal old rocking chairs



Sid Denfip presenting TV console from all of us.



Buried treasure



Jim Pyle brings official good wishes from Washington



Perusing the Memory Book



After the banquet congratulations to the Jurdens by fellow employees



A gay time was had by all



TV interview on the mid-
night show



"Parting is such sweet
sorrow."



FEDERAL AVIATION AGENCY

Washington 25, D.C.

OFFICE OF
THE ADMINISTRATOR

August 11, 1960

Dear Len:

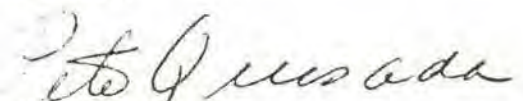
I am sorry I can't personally be with you Thursday night to join Jim Pyle and your many friends and associates, as they honor you upon your retirement from public service.

Yours has been a particularly impressive career -- watching the problems and challenges of American aviation from its infancy. You have given generously of your time, devotion, and vigor to see some of these problems resolved. This, plus the good-will, confidence, and respect you have earned in your forty-five years of public service, must be heart-warming to you.

Your thirty-two years of dedicated service in aviation will inspire those who follow you. The high standards you have set will give greater incentive to those who will be inheriting the tremendous tasks still to be accomplished.

I join your colleagues, your community, and the aviation industry in congratulating you for your many achievements as head of a Regional program of the Federal Aviation Agency. To you and Mrs. Jurden, I extend my warmest wishes for health and happiness during the coming years.

Sincerely,


E. R. QUESADA
Administrator

Mr. Leonard W. Jurden
Regional Manager
Federal Aviation Agency
Kansas City, Missouri

DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE
WASHINGTON 25, D.C.



REPLY TO
ATTN OF:

SUBJECT:

30 AUG 1960

to: Mr. Leonard W. Jurden
Regional Manager
Federal Aviation Agency
Region Three
Kansas City 10, Missouri

Dear Mr. Jurden

The occasion of your retirement as Manager of the Third Federal Aviation Agency Region after thirty-four years of dedicated Federal service prompts this expression of appreciation for your efforts on behalf of the Air Force.

During your long tenure as Regional Administrator and Manager, you have been consistently sympathetic and responsive to Air Force needs and problems in the Third FAA Region. Under your leadership and guidance, the Third FAA Region has made a tremendous contribution in support of Air Force operations. Without such fine support, the effectiveness of these operations would have been greatly reduced.

On behalf of myself and my staff, may I wish you many healthy, happy and fruitful years ahead.

Sam W. Agee

SAM W. AGEE
Major General, USAF
Directorate of Operations

9th
Region

ST. LOUIS 11 MO.
REGIONAL DIRECTOR

UNITED STATES CIVIL SERVICE COMMISSION

IOWA · KANSAS · MINNESOTA · MISSOURI · NEBRASKA · NO. DAKOTA · SO. DAKOTA

August 11, 1960

Mr. Leonard W. Jurden
Regional Administrator
Federal Aviation Agency
4825 Troost Avenue
Kansas City, Missouri

Dear Mr. Jurden:

The entire staff of the Ninth Civil Service Region joins me in congratulating you on your well-deserved retirement.

All of us take pride in the long and successful career that has been yours. All of us appreciate the high order of support and cooperation you have always given to the Civil Service Commission.

Your fine career is something that instills pride on the part of every civil service worker, and, indeed, sets a fine example for young people just embarking on their chosen occupations.

All of us wish you the best of everything as you move into another phase of your life.

Sincerely,

John W. Godbold
John W. Godbold
Regional Director



EXECUTIVE OFFICE
STATE OF MISSOURI
JEFFERSON CITY

August 8, 1960

Dear Mr. Jurden:

I am grateful for this opportunity to extend to you my sincere best wishes on the occasion of your retirement as Regional Manager of the Third Region, Federal Aviation Agency.

I regret that I cannot join you on this occasion to personally add my congratulations to the many you will receive.

My very best wishes to you and may all the things that are good in life be yours.

Sincerely yours,

J. Blair Jr.
GOVERNOR

Mr. Leonard W. Jurden
Regional Manager
Region Three
4825 Troost Avenue
Kansas City 10, Missouri



EXECUTIVE OFFICE
STATE OF KANSAS

GEORGE DOCKING
GOVERNOR

TOPPEA

August 10, 1960

Dear Mr. Jurden:

The many fine contributions you have made to the growth of aviation in this area have become increasingly apparent to all of us.

I am sure you have gained a deep personal satisfaction with the knowledge that your efforts have been extremely valuable in promoting the orderly development of this most valuable form of transportation.

Please accept my sincere wishes for your good health and happiness during your period of retirement as Regional Manager of the Third Region of the Federal Aviation Agency.

Sincerely,

George Docking
GEORGE DOCKING
Governor

GD:fn

Mr. Leonard W. Jurden
Regional Manager of the
Third Region
Federal Aviation Agency

FEDERAL AVIATION AGENCY

REGION 3

4825 TROOST AVENUE

Kansas City 10, Missouri

August 16, 1960

Dear Fellow Employees:

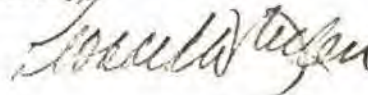
Will you again accept the sincere appreciation of Mrs. Jurden and me for the wonderful dinner and gifts that you gave us last Thursday evening.

There are so many things that were done at this eventful time that it is most difficult to pick out any one item that stands out in our memory. The time and thoughtfulness that went into the program itself; the effort and care that was taken in getting and arranging the flowers; the time and effort spent in the selection of the gifts.

And then the gifts themselves. Someone must have been reading our minds on the TV for our old one was over six years old and getting a little tired. Now we can stay in a chair, change stations, cut off the commercials or turn it off entirely without moving. And the banjo type barometer is a most decorative and useful addition. I'll probably be consulting this on many occasions. And then I'll have what I call the "Memory Book" to look at from time to time and which will help me to remember many of the things that occurred during my life.

But the one thing that stands out the clearest and which I'll always remember is the feeling of friendship and loyalty from all the employees that has been evidenced so many times.

Sincerely,





A NEW HEAD MAN

Henry L. Newman has been named the new Regional Manager of the Federal Aviation Agency Regional Office in Kansas City. He succeeds Leonard W. Jurden, whose retirement story is contained in this issue.

Mr. Newman is no stranger to the Region, having been Assistant Regional Administrator here since 1958. In line with our reorganization he has lately been the Assistant Regional Manager and has now been designated as Regional Manager.

A native of Akron, N. Y., he received his B. S. degree from Middlebury College, Vermont, and a Masters of Business Administration from Harvard Graduate School of Business Administration.

During World War II he served in the Army Air Corps in the capacity of Flying Control Officer Tower Operator with the 4th Fighter Group, 8th Fighter Command (former Eagle Squadron) in England.

In 1946 he joined the CAA in Alaska to

become Executive Assistant of the Alaska Regional Office. In 1955 he was named Deputy Regional Administrator there.

From Alaska, Mr. Newman transferred to New York in 1956, as Regional Administrator, and remained there until his assignment to Kansas City.

Mr. Newman is a member of the American Society Public Administration, Kiwanis International, Wings Club and Air Service 201 New York American Legion.

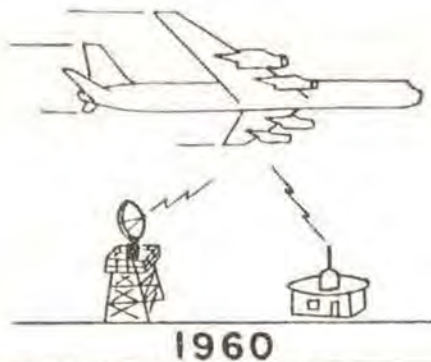
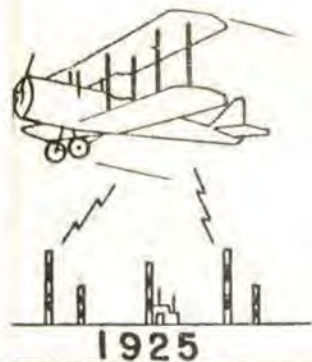


Francis (Red) E. Unti has been appointed Chief, Budget Division, "Red", as he is known, succeeds Chester (Chet) Wells, who was recently appointed Assistant Director, Aeronautical Center, Oklahoma City.

Mr. Unti came here from Washington, D. C., where he was Assistant Chief, Administrative Services Division. Before that he was in Region 5 as Chief of the Alaska Branch Office in Seattle, Washington, from 1946 to February of 1960.

He is a graduate of Whitworth College, Spokane, Wash., with an A. B. degree in 1941. He also attended the University of Washington Law School in 1942.

The Unti residence will be in Leawood where he will reside with his wife Verna and two sons, Steven, 12, and Michael, 10.



AIR TRAFFIC MANAGEMENT

*"FAA's MOST
CHALLENGING
MISSION"*

The time for another edition of *FLIGHT LINES* has come around and we have received a number of "reminders" from the Editor's office that the ATM Division's contribution is overdue. As of August 1, we do not have any new or special subject to use as a feature item. Therefore, we will recap a few odds and ends of information that will be of general interest for this month's copy.

FLIGHT SERVICE STATION PROGRAMS

There are two specific programs in the mill that are of special significance and importance to all FSS personnel, since both programs may well determine the degree and scope of future opportunities for upgrading FSS Specialist positions. The first is the "Speed of Service" test for handling Military Flight Service message traffic via Service "B", which will take place during a 48-hour period on August 4-5 (GMT). By the time this issue of *FLIGHT LINES* is in your hands, the results of the MFS test will be a matter of record.

We have spared no effort to acquaint both the designated stations that will participate in the handling of message traffic with associated military BASOPS and the relay and circuit control stations with the extreme importance of this test. The Chiefs of participating stations were called in for a complete briefing at the R. O. and representatives of our Operations Branch and Procedures Branch visited each relay and control station to discuss all aspects of the test program with facility personnel.

Additionally, the Washington office has sent out considerable information direct to the field, in which great emphasis was placed on the importance of this test and

the absolute necessity for obtaining favorable results that will satisfy the message handling time criteria established by USAF.

During the test, we will have a representative from the Operations or Procedures Branches at Rapid City, Wichita, and Lafayette to monitor the operation and offer any assistance possible in dealing with problems that may arise. Needless to say, we are counting on our FSS personnel who will be on duty to make this test a complete success!

Assuming that the results of the test are completely successful, this will mark a significant step toward the completion of negotiations between FAA (BATM) and USAF for us to take over the handling of military flight movement and related messages in the very near future.

The assumption of this additional responsibility and workload will do much to forestall any downgrading of stations and/or decrease of staffing that otherwise might be necessary due to a declining activity level over the past year or more, largely associated with the decrease in volume of IFR position reports and associated radio contacts. We cannot overemphasize that the program to take over these activities now performed by Military Flight Service is most essential to the future of the FSS.

The second program now under way which will have a significant impact on the role of the FSS and their personnel, in terms of additional responsibilities, duties, services to the pilot, and, we sincerely hope, will also be a direct means of obtaining higher grade classifications for FSS Specialists, is the Pilot Weather Briefing Course now in progress at the FAA Aeronautical Center.

This course was specifically designed and established for training a FSS Specialist from each FSS and CS/T in pilot weather briefing duties.

The first class started on July 5, and was comprised of 13 FSS and CS/T representatives from Region 3, plus similar representation from other Regions. Each class runs for a 4-week period, and additional classes are scheduled to begin July 18, August 1, August 15, August 29, September 12 and September 26, which gives a 2-week overlap of classes already in progress and new classes.

The FSS representatives will, upon completion of the 4-week course, be responsible for training and administering a directed study course for each of the facility personnel at his (or her) home station. Even though the Oklahoma City course has been completed by the facility representative, he will still have to complete some additional home study before taking the Pilot Weather Briefing examination, which will be administered by the Weather Bureau, before becoming eligible for certification.

From discussions with Aeronautical Center representatives, the facility representative who takes this course and subsequently conducts the training program for other personnel at his home station will have a full time job with little, if any, "spare time" for other duties. Study material will be provided by the Aeronautical Center for this course.

However, the facility instructor will be responsible for guiding and directing the training of his group of personnel, administering progress and achievement checks, and preparing them for the Weather Bureau certification exam. This immediately places a great deal of responsibility on this individual, since the degree of success achieved by all personnel at the instructor's home facility in qualifying for the Weather Bureau Pilot Briefing certificate will largely depend

on the attitude, aggressiveness, enthusiasm and effectiveness of the instructor.

Since this program is a significant step toward reaching the goals outlined in the BATM Circular Letter, dated 3/22/60, Subject: "Role of the Flight Service Station", obtaining this Weather Bureau certificate will play an important part in the overall objective to obtain up-grading for FSS personnel. Your facility representative who takes the Aeronautical Center training course is your key man!

CHANGES

This past month has seen a number of changes in our key personnel take place, or prepare to take place within the immediate future. To list those that come to mind:

Dale Jackson, formerly Resident Inspector (now called Resident Air Traffic Management Specialist!) at Whiteman AFB, moved into the Planning Branch as a Terminal Area Specialist effective 7/5.

Joe Woodward, formerly at OMA RAPCON, is the new RATMS at Whiteman AFB, effective 7/25.

L. C. LePorte, formerly FSS Chief at GRI, moved into the FSS Chief position at MSP, effective 7/25. (The vacancy at MSP occurred due to circumstances outlined in our memo to All Field Facilities, dated 7/18/60. 'Nuff said.)

J. T. Bosslet, formerly RATMS at Scott AFB, will move into the Operations Branch as a Terminal Area Specialist, or or about 8/22.

E. B. Johnson, formerly FSS Chief at SLN, will move into the Operations Branch as a Training Specialist (FSS), effective 8/22.

E. E. Frain, formerly FSS Chief at HLC, will move into the FSS Chief position at GRI, vice LePorte, effective 8/22.

C. M. Hatfield, formerly FSS Chief at ABR will go to FSS Chief at CID, vice J. M. Bradford (more about Jim Bradford later).

RETIREMENT

As indicated above, we have taken action to fill the FSS Chief position at CID. This was brought about by the announcement from J. M. Bradford recently that he will retire during the month of August. Jim has been Chief at CID FSS since the station was commissioned there early in 1957, having been relocated from IOW. A quick perusal of his Personal History card in our ATM personnel file reveals the following information: EOD as Junior Radio Operator (CAF-3) at Neosho, Mo., 1937. Subsequently assigned to Springfield, Advance, Garden City, Iowa City. In 1945 served a tour in Brazil during WWII. Back to IOW and then on to CID.

Prior to coming with FAA predecessor agencies, Jim put in 8 years service with the Navy and Coast Guard, plus another 5 years with U.S. Engineers as a radio operator. Jim told us during a recent visit to the R. O. that he plans to move to Hot Springs, Ark., where he will do lots of fishing and hunting in his leisure time, with no T&A's to worry about. We wish him the very best of luck upon his retirement from his many years of Government service.

MAPS MEMBERS

We suffered the loss of two members of our ATM Mutual Aid Pledge System during the month of July. Charles F. Wisler, Jr. of the Detroit ARTC Center, passed away on July 7 as the result of a heart attack. Charles H. Evans, of the Phillip FSS, was killed in an auto accident on July 28.

ITEM OF INTEREST

In reading the August issue of AERO-SPACE SAFETY, the USAF publication, we came across the following article we felt would be of interest to our ATM readers in the field and R. O., since it concerns action taken by ATM personnel that the pilot author felt were noteworthy and indicative

of initiative and good judgment. The article bears the title "3 Clicks Through 20", and we quote:

"In the spring of 1958, I cleared in a T-Bird from Springfield, Ill. to Amarillo, Texas, via direct STL OMNI, Jet Victor Airways, to AMA. Weather over Missouri and Illinois was running broken to overcast at 1,500 to 2,000 feet, with layers to above 30,000. This, then, required an IFR climb out of SPI and a 'hard' altitude for cruise. Things went unusually well at first. Only a short time spent in the cockpit awaiting the clearance, and a simple climbout from SPI direct to STL - with the proviso that I cross STL OMNI at or above some easy-to-make altitude. Shortly after takeoff I cleared from SPI Tower and attempted to contact STL Center. No luck - probably still too low. Climbing through 10 to 12,000 I tried again and noted an ominous lack of sidetone as I transmitted. Quickly I switched back to SPI Tower and tried them; no luck and no sidetone, then to SPI Radio with the same results. By this time I was climbing through layered clouds at 15 to 20,000 feet. I could see the ground occasionally through breaks and was tempted to spiral down VFR and go into Lambert or Scott and get the radio fixed, but the holes seemed pretty small. At about this time, STL Center came through with 'AF 16937, this is St. Louis Center; give us a call, please.' I ran through the channels quickly: discrete frequency, 301.4 back up, and after one-half second delay, guard channel. Still no sidetone and no answer from STL on any frequency. I switched back to discrete frequency and kept climbing, trying to remember what AFR 60-16 said about loss of radio communications.

"But STL was soon back again loud and clear, and sounding rather urgent with, 'AF 16937, if you read, give us a call.' I pressed the mike button a few times and

tried to answer. Then, in disgust, I hit it angrily several times in rapid succession. No question about it, my transmitter was out. But STL came back immediately with, 'AF 16937, we've just heard a series of clicks on our receiver - if you read us, click your mike button three times!' Somewhat surprised, I did as requested and was gratified to hear STL come back with 'Roger, AF 16937, we read your clicks!' Complete rapport had been established! The initial contact was followed with, 'If you've climbed through 20,000, give me three clicks; if not, don't click at all.' I clicked three times, since I was at about 25,000 by this time. This was all that was needed. Questions followed about my altitudes, and instructions were given to click when passing STL OMNI, again when reaching assigned altitudes, and so on.

'This controller was sharp! He even eased my tensions somewhat by transmitting in a chuckling voice that I was a man of few words. Now in high morale, I clicked a 'Roger' as loud as I could. He carried me across Missouri in this fashion. I clicked for a passage over VIH, SGF, and wherever required at that time on this airway. A few minutes out of OKC I was further amazed to hear OKC come through in the blind with, 'AF 16937, STL has passed on to us that you're coming through without a transmitter but that you can receive: If you read, give us three clicks.!' This system has merit, I thought. Let them do the work! So I started the clicks, and then, for some unexplained reason the sidetone was back and so was the transmitter. The rest of the flight was routine. But it did sound like the OKC controller was a little disappointed at having to work me the easy way, and, frankly, I felt a little let down myself.

"The drinks are on me if I ever bump into those lads. But there's a good lesson to be learned from this flight. The ANC Manual

and the FAA bible that these controllers were using didn't tell them to use this procedure. They used common sense and a little judgment on their own.

'Recently, on another T-33 flight, I had complete UHF radio failure. This time the weather was VFR and no real problem existed. Over destination at a large military base, I circled warily, searching for a green light from the tower and for other landing clues. I tunneled my VHF omni receiver to 121.5, VHF guard channel, in hopes the tower would think to try this channel and broadcast landing clearance and information in the blind. But this guy didn't think of it. Fortunately, I didn't need more than the green light which I finally got, and a landing was made without further event. Something to think about: When you can think for yourself, as these controllers did, you're using your head for more than a hatrack."

(Note: In the interest of saving space, we substituted identifiers and omitted some paragraphing - which shouldn't detract from the text.)

GOOD OLD DAYS

Someone resurrected a copy of the old 3rd Region ATC Branch publication, THE STACKUP, from their files the other day, dated Aug. 18, 1944. It makes interesting reading to compare the "then" with the way things are today. For example, it tells us that "... new complements for all Third Region control towers have been decided and will be effective Oct. 1, 1944. The new complements have provisions for a 48-hour work week and annual leave replacements. In addition, a certain number of positions have been included for OJT as indicated under "Relief APTC" (Asst. Airport Traffic controller)." It goes on to list the following tower personnel complements: Chicago Midway, 1 Chief, 5 Controllers, 3 Asst. Relief O. Minneapolis: 1 Chief, 5 Controllers, 3 Asst., Relief O. Milwaukee: 1 Chief, 4 Controllers, 2 Asst., Relief 1. Fargo:

same as MKE. Would any of you like to get rid of your surplus people in excess of those these figures? There are some other items in this 1944 publication that concern some individuals that are still with us, but we will save them until next issue in case we run short of material!

VISITS:

The writer managed to visit the following facilities and locations since the June-July issue went to press: Chicago (MDW) TWR, Center, ATAS office; Manhattan FSS; Des Moines TWR, FSS; Indianapolis TWR, Center, FSS; Omaha TWR, FSS; Cape Girardeau FSS. Also, Denver TWR, Center, and FSS. Incidentally, our new FSS at Cape Girardeau is one of the nicest looking facilities of this type we have in the region. The Station Chief, Walter Buss, says that the local airport and community people are nice to work with and have gone all out to welcome the former Farmington FSS crew when they moved in to commission CGI. The airport is well located, and Cape Girardeau appears to be an aviation-minded community. In that sort of an environment, how can you lose?

STRAIGHT LINE

Nothing further to report on this project yet. The latest information we received from a Washington Office source is that the Project "Straight Line" program will be discussed with the Administrator early in August. Following that, we should receive some news on the plans for implementation at an early date. We will keep you posted.

FOREIGN CORRESPONDENTS COLUMN

Ever since Tad Matucha, in Karachi, Pakistan, notified us some months ago that he was going on a "tiger hunt" in India in May, we have been waiting, with some apprehension, for a report on this event. May, June, and July came and went by the

calendar, with no further news from KM. We had visions of a fat, contented tiger sitting under a banyan tree (or whatever type of trees grow in the Indian jungle), contentedly picking his teeth and fondly contemplating what might be on the menu for the next meal.

However, under date of August 8, we received a letter from Tad that erased all our fears and doubts. The May tiger hunt did not materialize, probably to the good fortune of all concerned! Tad says he is now suspicious of the big build-up the other parties gave the whole thing, since he feels it falls in the same category as a typical "snipe hunt", complete with burlap sack and all the trimmings.

Furthermore, in May there were temperatures of 110 to 120 degrees and Tad could not see himself clawing his way through the jungle growth, fighting the flies and other assorted insect life, and, on top of these minor irritations, carrying a 20 gallon supply of water for survival. (I, too, have great difficulty in looking forward with any degree of eagerness to any tiger hunt or other type safari if these are the ground rules for the project!)



Tad states that now they are engaged in another type of "hunting" - going to the beach to watch the sea turtles come out of the water to lay their eggs. The turtles dig

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FACILITIES & MATERIEL

FIELD DIVISION NO. 3

A FEW FACTS AND FIGURES

Does "KILL DEVIL HILL" mean anything to you?

If it does you are probably either an old timer in this Agency or you are a better historian than you think.

On December 17, 1903, at "KILL DEVIL HILL" (a sand dune) near Kitty Hawk, N. C. Orville Wright, lying prone on the lower wing of the "Flyer" roared into space for man's first successful powered flight of a heavier than air machine. The flight lasted 12 seconds and the distance of free flight exactly 120 feet. Average ground speed of approximately 7 MPH. Man's oldest dream to fly had become a reality.

Some 56 years and 7 months later I have before me a few facts concerning a modern commonplace air carrier jet airliner:

BOEING 707-320

189 passengers, crew of 4

Length - 152.9' (Wright's first flight was 120')

Span - 142.4'

Height - 38.7'

Gross weight - 302,000 lbs.

(The largest steam locomotive weighed less than 250,000 lbs.)

Fuel Capacity - 24,641 U.S. gal.

(Approximately 3 R. R. tank cars)

Speed - 600 MPH @ 25,000'

Range - 4400 miles

Service ceiling - 40,000'

Fuel consumption - 3,500 GPH

(3500 gal. of gas would @ 15 MPG take a small plane 52,500 miles or twice around the world at the equator.)

Leonard W. Jurden has recently retired and Chicago O'Hare has approximately 200 scheduled jet daily flights. Our ATM Di-

vision protects the jet traveling public by reserving a chunk of airspace approximately 1200 square miles in area and nearly a half mile deep for each and every scheduled jet airliner from origin to destination.

Passengers numbering 49,357,870 were carried along with some 1 billion 300 million pounds of mail and cargo. In 1959 Chicago Midway had 404,381 take-offs and landings, or one operation every minute and 20 seconds throughout the entire year - rain, snow, sleet and hail - you name it, they had it!

As of May 31, 1960, this Region has participated in civil airport improvements with 1269 projects at 502 locations requiring \$112,496,023 federal funds. Approximately two general aviation airports have been improved for each air carrier airport for the reason there are approximately three general aviation airports for each air commerce airport. In the U. S. there are 3,297 General Aviation and 1,029 Air Commerce airports. As of January, 1960, there were 70,627 GENERAL AVIATION aircraft and 2,013 AIR CARRIER aircraft.

UNCLE plays no favorites. Federal funds are allocated to individual locations for air commerce or general aviation airports based solely on demonstrated need for improving and maintaining a national system of safe civil airports.

Administrator Quesada has said, "Apart from the question of direct financial participation (in airport development) the Federal Government has and should retain the responsibility for providing airports with any needed technical advise and assistance which will help assure the soundest possible national system of airports."

If you are still with me, and I hope you are, you probably are thinking - more or less interesting facts, but so what!

This is the "so what". Orville Wright started the Air Age - Leonard Jurden in our opinion did more than any other man to encourage and promote safe civil aviation. Space doesn't permit one-hundredth of the facts that we would like to broadcast about Mr. Jurden. He is an old timer in this outfit. He has steered a true course through some mighty stormy waters. His advice and counsel have been sought and given to every facet of the aeronautical industry, domestic and foreign, both governmental and private. His foresight, sound judgment, experience and know-how are reflected in every state, territory and possession of this great and broad country. The sun never sets throughout the free world on a land that right at this moment does not have one or more Jurden trained authorities on civil aviation matters in residence as advisors to friendly foreign governments: i. e., Ted Matucha, Lyman Newall, Bus Cummins, Ben King, and hundreds more.

There isn't a major Washington FAA office or region that doesn't contain Jurden trained men, and incidentally, all are authorities in their respective fields, be it designing and constructing Dulles International Airport or installing a 10,000 GPD fresh water still on Wake Island (as Don Cochran is so doing at this moment).

Yes, Mr. Jurden is truly Mr. Civil Aviation if any man deserves the title and with his retirement the door is forever closed on the AIR AGE. Shortly before his retirement he was instrumental in this Region in inaugurating the JET AGE, witness the 200 daily jet flights at Chicago O'Hare.

At this point I doubt if any but old timers are with me, and, if so, you old timers will greatly appreciate our problems, of which we, like yourselves, have many.

We in the Airports Branch are charged with planning for and improving civil airports in this region's 11-state segment of the National Airport System to meet the forecast needs for present and future civil aircraft. In order to accomplish this seemingly impossible task our Airport Planning Section is working feverishly to forecast, predict, and establish needed improvements at the approximately 1000 civil airports in this Region. To accomplish this end countless local traffic studies, conferences and working group meetings with representatives of all interested field divisions are continually held. As realistic airport planning is relatively new, the Section must provide its own economic planning tools. As an example, just when does a general aviation airport need a second paved runway and when will it be economically justified in light of other known needs throughout the region and nation. It isn't easy!

Our Airport Operations Section has a big job getting the needed work programmed, funds allocated, necessary project legal documents prepared, payments to the sponsor made and many, many more functions including seeing that a project airport isn't sold for a golf course prior to twenty years from date of last project grant offer.

Our Airport Engineering Section is responsible for advising sponsors, state aviation agencies, consultants and others through our five District Offices on all phases of engineering technical assistance relative to constructing and maintaining safe civil airports adequate to meet forecast requirements. Project plans and specifications are prepared by the sponsoring agency with the assistance and guidance of our District Office Technical Staffs. Final project plans are reviewed by the Districts and approved by the Region.

As above illustrated, civil aviation today is not static, but a dynamic industry. Some

of our time consuming airport problems deal with location, size, capacity, drainage, wheel loadings, paving, turfing, buildings, utilities, blast fences, lighting, clear zones, aircraft ground operations, aircraft servicing, fire protection, passenger safety and comfort, runway marking, snow removal, vegetation to reduce noise, and aircraft noise problems in general and jet noise in particular.

General Quesada has said jet noise problems are of increasing importance, second only to safety. Satisfactory solutions to these noise problems are not yet known; however, we anticipate their solution soon just as past problems have been solved.

We are pleased to have been a small part of a mighty team interested in fostering and promoting safe civil aviation throughout this Region and under the outstanding leadership of a confident Captain. To each of you in other Divisions we again thank you, for without your counsel, cooperation and suggestions, we would be fighting a losing battle.

To you, Mr. Jurden, we propose a toast: May you and your family enjoy only the best of everything, including health, prosperity and happiness during your long deserved retirement!

It must be a wonderful feeling looking back, knowing you did nothing but a first rate job.

CONGRATULATIONS!

Never static - never quiescent - someone either departing or arriving. That is KC-650 these days. And note that we still have a 3-digit number. Reorganization is a word used in other sections, as of now. But the writing is on the wall.

Kermit Karns just changed chairs and is now known as Acting Chief, Commercial Systems Staff, FM-3349. That old adage is cropping up again - "If the boss calls, get his name!"

Lloyd Jones managed a trip to Milwaukee the first of the week, just in time to hit their heat wave. L.E. Jones, Clyde Humphreys and H. L. Robinson are recently back from Brainerd and Hibbing VOR Site Tests. That is the first time in history we have ever seen the ground up north. Ordinarily we are there when it is under a few feet of snow; but when there is snow one does not have to shoot mosquitoes. You have to watch those mosquitoes! Humphreys was isolated on top of the truck once, when the mosquitoes flew off with the aluminum ladder!

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To catch up with older news: Chuck Dean took a promotion to the Maintenance Engineering Branch, following in the footsteps of James L. Ramsey who took the job and then moved on to a promotion in Washington. Then along comes James' brother William R. to fill the ILS Section Chief job that James L. vacated to take the Maintenance job. Next Joe Beebe meanders across the hall to be with Walt Shedlowe's group, deserting us after about 4 years in this section. Who will be next?

Frank Foulke, Engineer in the Installation Section, Regional Office, is being congratulated on his engagement to Vera (Gary) Gerhhart, Property Section. Frank's story is that Gary said she'd do most anything to get people to stop calling her "Miss Vera." Everyone wishes these two nice people much happiness.

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Harry J. (Jack) Hinde, Supervisory Electronic Installation Technician, formerly stationed at the Kansas City Center, and more recently at Rockford, Illinois, has accepted an assignment in Afghanistan. Jack purchased a tape recorder before departing and will do no writing but lots of recording, reporting home via tape. Jack left his fam-

ily in Rockford, but is expecting a visit from them early next year.



EN MASSE - Airport Engineering Section. Back Row - left to right: Ura J. Hollis, Milton L. Zeuner, Alvin L. Swank, Sylvester Wendel, David J. Smyth, Kenneth R. Whitney, Roy L. Stears, Sam O. Harter, LeRoy Cunningham, and John W. Barber. Seated - left to right: Norman G. Royer, Mrs. Zulma Forbis, Miss Jean Robertson, Miss Regina Flynn and Fayette C. Wilson. Mrs. Martha Still was absent.

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a hole about 2 feet deep in the sand, deposit their eggs, cover them over with sand, and the kids then "ride them back to the water".

This implies that there are some pretty good sized turtles involved in this enterprise, and KM sent a photo to prove it.

Well, at least he has relieved the suspense on the outcome of that tiger hunt. It didn't sound like a very safe type of recreation to us from the beginning.

FEATURING FAA

We have been getting many favorable comments recently in the national magazines and on national TV programs concerning the progress in safety made by the FAA. Among the outstanding ones, either out or coming, are:

1. An FAA feature article spotlighting the nation's major air safety problems in the September issue of PAGEANT MAGAZINE.
2. The FAA's NAFEC and Research and Development activities were highlighted in an article appearing in the August issue of ELECTRONICS ILLUSTRATED MAGAZINE.

3. Free Lance writer, Myron Gubitz, who is affiliated with United Artists Television as a producer-writer is interested in launching a series of television shows... for nationwide distribution... based on dramas with a documentary flavor and background about FAA.

4. LIFE MAGAZINE has directed much attention toward FAA recently and plans two more large stories very soon. One will feature the elaborately detailed architect's model of Washington's Dulles International Airport terminal building. Another illustrated article will explain the Bureau of Research and Development's "Arresting Hook" for an air safety-type feature.

EXTRA-CURRICULAR

Mr. Julian C. Granado is an employee at the Flight Service Station in Kansas City, Mo. He was recently elected Commander of the Forte-Galvan-Serrone Post 609 of the American Legion and will be installed in September and take office in October. He is one of the youngest Commanders ever to be elected in the history of the American Legion in Kansas City.



The FAA has an overall program aimed to improve the traffic flow around terminals and along the crowded air lanes, and to improve greater safety vigilance. A primary tool in the control plan is the radar transponder, a unit which permits a plane in the air to respond to an electronic inquiry from the ground.

The agency is now in the process of installing ground stations for the program, and present plans indicate a complete coverage of the United States by the end of next year.



WANDERLUST - Helen Claymann, left, and Chris Foutch, purchasing agents in FM Division, study the atlas to see the best spots in which to spend the cash awarded for Outstanding Performance Ratings.

WICHITA - Joe Fallin was presented a travel case by his fellow employees in the Wichita District Office as a going-away gift. Joe has been with the CAA/FAA for over 15 years, having served as Operations Inspector in the Wichita area for approximately 10 years. He recently transferred from FSDO 22 to the Aero Center, Oklahoma City as a Flight Instructor. Joe's pleasant smile and disposition will be missed around Wichita, especially among the employees. Joe's wife Betty and son Joey will join him in OK City in September.



TOPS IN TELEPHONES & TELETYPES - Left to right: standing, Erma Sittler, Nolah Wesely and Lydia McCollum; seated, Beth Whitacre and Corrinne Lair - all of whom received a Sustained Superior Performance group award.

MORE RETIREMENT

Thursday evening, August 4, 75 people attended a dinner honoring the retirement of Jack O'Connor and Dan Swift, both of the Plant & Structures Section, who had completed 33 years service with the Government and felt that was about enough. Jack has retired to his hammock at 7821 Madison and Dan plans on wending his way to the West Coast very shortly where he and Mrs. Swift intend making their home. Jack was presented an engraved watch and Dan a pair of binoculars for a better view of the "beachcombers."





NEW ROLLING STOCK FOR FAA

The three tractors in the photograph were noted in a surplus property catalogue, and were located at the Olathe Naval Air Station. These were obtained without cost to FAA.

They were completely disassembled, reconditioned, and painted by A & E personnel during spare time between aircraft maintenance and inspections, at an average cost of \$276.15 each. Like equipment new costs approximately \$3,400.00 each.

This provides a tractor for Battle Creek, Michigan, South St. Paul, Minnesota, and a replacement for a light tractor used at Fairfax Airport. One has been shipped to South St. Paul at this writing.

The avionics shop has been fortunate in obtaining an HLI-103 Tacan simulator from the Air Force. This unit was located here at Fairfax Airport.

We wish to express our appreciation to Charlie Dean of Engineering for his help in locating the simulator on an Air Force surplus list and subsequent help in obtaining it.

The unit was received in excellent condition and was transferred to the South St. Paul, Minnesota, Avionics Shop via FAA Flight Inspection aircraft.

Also shown in the photo is the fine new sign letting all those at Fairfax know that this is the FAA hangar.

AVIATION MILESTONE

Cessna established a milestone in aviation during the summer when the Federal Aviation Agency approved and certified the Cessna CH-1C (IFR), four-place aircraft as the first helicopter for flight under instrument flight rules.

FAA type certificate number 3H10 was issued to Cessna, authorizing operation of the CH-1C (IFR) under instrument weather conditions.

The announcement of certification climaxed a two-year development and testing program designed to meet special conditions of stability control and handling characteristics required by the FAA. Flight-testing under simulated and actual instrument flight conditions were conducted as



part of the program prior to certification. The IFR version incorporates a special design control system which does not rely on electronic devices for the desired handling qualities.

The certification of the Cessna helicopter permits operations in weather minimums equivalent to those for single-engine, fixed-wing airplanes of a similar capacity and provides for increased utilization of this means of transportation under marginal weather conditions.

The Kansas City Regional Engineering and Manufacturing branch of the FAA directed the program which led to the certification of the Cessna helicopter.

TO THE RESCUE

Two recent "save" stories have been sent to us and are worthy of mention, one from Springfield, Missouri, CS/T and the other from Ft. Wayne, Indiana, CS/T. They are typical examples of the fine work of our personnel in preventing accidents to pilots, passengers and aircraft.

In Springfield, Tower Chief Charles Pfander, and Controller James Schultes prevented a major accident when they signaled a Beechcraft Bonanza type aircraft by a steady red light that it was attempting to land on Springfield Municipal Airport without the gear extended. The Bonanza apparently had just departed but was returning to the field because of improper propeller operation and was preparing to land without its gear extended, when the Tower effected the red light as a warning. Just before touchdown the aircraft took the go-around signal, the gear was lowered by hand, and the aircraft landed satisfactorily.

A student pilot on her second cross-country flight recently, called the Ft. Wayne Tower, saying she was lost and asking help. Ft. Wayne Tower advised her to switch over to Ft. Wayne Radio to receive on a VOR frequency, but she was unable to do this because of inexperience with radio equipment. After giving her pilot departure point, destination, fuel remaining, type of aircraft and last known visual position, she suddenly advised she had an airport in sight, was getting low on gas, and asked if she should make a landing. She was advised to make a landing at the airport in sight, and after landing call the tower at Ft. Wayne. In a few minutes the pilot called Ft. Wayne tower stating she had landed at Bluffton, Indiana, 20 miles south of Baer Field and would continue her flight to Ft. Wayne. She was invited to visit the control tower on her arrival.

The pay-off on this incident was that at the Tower the pilot was given instruction on how to use her radio gear and how to work a VOR range orientation. She seemed truly grateful for the assistance given her and later wrote a letter of appreciation to the Control Tower at Baer Field.

CENTERS AND STUFF

A site has been selected for the new St. Louis Air Route Traffic Control Center. It is a 22-acre plot on the south side of Interstate 70 west of St. Louis, some 4 miles west of the City of St. Charles and a mile and a half or so east of St. Peters, Mo. The site selected qualifies under the terms describing that new centers shall be located outside of the blast area as defined by our organization.

It is expected that invitations to bid on this will be advertised soon.

The Minneapolis Center, which is to be located at Farmington, is on the way, ground breaking having been accomplished in August. Site of this Center is a soy bean patch.

With these two plus the Indianapolis, Kansas City and Chicago Centers now under construction, the only remaining site to be selected is in the Detroit area.



Seen in this photograph, Ollie Hasek, St. Louis ARTCC Chief, witnessing the contract for purchasing the new St. Louis site; Truman V. Burr, on the left, Acting Chief Property Management Branch, negotiating the purchasing from John R. Wilson, Secretary of the Overland Development Co. (right), owners of the property.

FLIGHT STANDARDS

WE APPOINT DERs

The aviation industry grew and grew, and the day came when we could no longer do all our own work without increasing our staff beyond all reasonable proportions. We had to find qualified help outside the organization, and that was when we added DER, DMIR, and DMCR to the FAA alphabet soup. In this article we will talk about the DERs.

A DER is an FAA Designated Engineering Representative, appointed to act for us in a particular location and area of work. DERs are carefully selected on the basis of experience, qualifications, and our knowledge of their work and contacts with the FAA over a long period of time. Before they are appointed they are given an indoctrination in FAA policies and procedures. When appointed they receive a certificate authorizing them to act for the FAA in their given capacity for one year and are supplied with instructional and reference material. DER certificates are renewed only after careful review has been made of activities over the preceding year. They are as specialized as the Aircraft Engineering Division itself and are under the direct supervision of the Branch whose functions they perform.

Most of our DERs are employed by manufacturers and their work area is restricted to the manufacturer. Authorizing a manufacturer's employee to act for the FAA in approving the manufacturer's products might look as if we were reeling out an awful lot of rope or passing the buck in a risky way. Actually it relieves us of no responsibility, while it puts a little more responsibility on the manufacturer. A DER

can save his company valuable time in getting into production on a new or altered item, and time usually adds up to profits, but his boss knows that his FAA authorization can be taken away from him any time he fails to function as he should, so pressure to approve anything the FAA engineer might frown upon is rarely applied.

We also have some self-employed DERs who are available to the public at a cost for consultation, evaluation or testing of proposed changes. It might seem illogical that anyone would hire a DER at a price to do what the FAA engineer will finally get around to doing for nothing, but here again time is often money and an airplane sitting on the ground isn't earning anything for anyone.

The same rules apply to both the manufacturer and self-employed DER. He will not approve anything which does not meet or exceed minimum safety standards, and he will never approve anything outside his specialized area of authorization. The mechanics of his work are exactly the same as those of the FAA engineer. He reviews drawings and other technical data, he conducts or witnesses tests, he inspects the actual product or prototype, his purpose always to make sure that safety is not affected or reduced. When he approves an item in his capacity as a DER, he sends in to the regional office a list of the approved reports and data on a form which bears the long title of "Statement of Compliance of Aircraft or Aircraft Components with the Civil Air Regulations." Spot checks of the approved data give us a very good idea of the DER's performance.

In our Work Program we have a category

called "Administering the Designee System" which covers a multitude of contacts by telephone, correspondence, and personal visits to indoctrinate, supervise, and advise the DER, and to help him untangle knotty problems. We were warned in the beginning that time spent in this work category must never equal or exceed time saved by using the DER system. Our experience over a number of years has proved that the DER not only saves time for us, but helps us maintain a standard of efficiency that would be impossible without him. Looks like the FAA DER is here to stay.

MAINTENANCE BRANCH

Numerous articles have appeared in our magazine citing the ever-increasing role of electronics within the aviation industry and FAA. It occurs to us that we ought to climb on the bandwagon for our own Electronics Maintenance inspectors, who are charged with the responsibility for the maintenance and performance standards of the equipment utilized by the various aircraft operators, both general and air carrier.

These stalwart individuals referred to (lovingly, we hope) as E/E inspectors, double E's and/or spark-chasers, ply their trade with cool, professional exactness in keeping with the stringent requirements of modern aircraft maintenance practices and procedures. Their area of responsibility is wide and varied, covering such important phases of the industry as repair station certification and surveillance, air carrier electrical/electronics maintenance and overhaul, complex installations on private and commercial aircraft, equipment performance and specifications and advising harassed mechanics, owners and operators on electronic equipment, techniques and regulatory requirements, and fellow workers of solutions to their personal radio, TV and house wiring problems. They must be

particularly adept in diagnostics, prognostics as well as electric and electronics and, above all (to quote our Administrator) must be able to apply the 4-F philosophy of being fair, firm, fast and factual.

Training is a "must" for the E/E inspector. Not only must he maintain his proficiency through the attendance at Aeronautical Center and Industry courses but he must also keep up with the "state of the art" by outside study and association. No field of endeavor can so easily outdistance its followers as the tremendously advancing, ever widening one of electronics. One can ill afford to be placed in the embarrassing predicament of inspecting equipment or procedures with which he is unfamiliar. Most certainly, he must be able to "talk the lingo" of those with whom he comes in contact.

Above all else, the E/E man must be vitally interested in, and dedicated to, his calling. Region 3 is fortunate to have an assemblage of such men in its maintenance branch; namely, Deck Crouse (St. Louis), Jack Flavin (Detroit), Emil Bjorkman and Howard Brady (Minneapolis), E. M. Watt and Ed DeBoard (Kansas City), Hank Rosler (Chicago), Bill Miller (Indianapolis), and Ron Whittemore (Kansas City R. O.).

And, of course, let's not forget our own Bill Weis of the Regional Office, who claims his interest in electrical/electronics goes back to the age of three when he stuck his finger in the electric light socket.

ST. LOUIS

Mr. M. X. Crouse, our Electronics Inspector, is an active member of the local Toastmaster's Club. He is slated to be the speaker at a dinner meeting of the St. Louis County Business & Professional Women's Club, of which, by a strange coincidence, our Aviation Clerk, Thelma Taylor, hap-

pens to be a member. The subject of Mr. Crouse's address will be "The Contribution of Electronics to Aviation Safety" and we are sure it will be a night to remember - providing, of course, Mr. Crouse is not called out on an accident.

Thelma, incidentally, received her Outstanding Performance Rating and Superior Performance Award, with check, from Deck Crouse, who was Acting Supervising Inspector (acting for Ed Benben, who was acting for Grant Rees). Ben was in Canada at the time, presumably working, since he went there on a T. O. to the Rolls Royce factory. Imagine - expecting the Government to pay you for a trip to Canada in June, while the rest of us sweltered in St. Louis heat.

Only other news is that Carol Huck somehow managed to lose 10 pounds in spite of all the farewell parties (one for Rees and two for Elvira Savage in General); and Thelma bought a new Falcon. (Due to the super salesmanship tactics of Ed Benben, she sold her old '53 Ford to a mechanic from Emerson Electric with an eye for a bargain (?). His conscience doesn't seem to bother him at all.

Bill Miller (center) and Eugene O'Toole (right) seem to get the point of Art Eno's joke.



THE VOICE OF EXPERIENCE

In the FAA, as we all know,
The rarest thing is "status quo."
With small regard for reasons or causes
We change our names, our codes, our bosses;
Our titles, procedures, systems and forms;
Our rules and symbols, basics and norms.
Whether good or bad, speedy or slow,
If it used to be, then it has to go!

It gives us a lot of things to do;
We X-out the old, type in the new;
We create, abolish, revise and correct,
Establish, rewrite, review and inspect;
Develop, obsolete, expand and retract,
Conform, eliminate, add and subtract.
We knock ourselves out to get in line,
(Or we just sit tight til it changes next time.)

Hulda Dahl

A large scale picnic was recently held on Bill Miller's "North 40" by the Kansas City, Kansas FIDO personnel and their families. They report that the picnic was a great success, being attended by approximately 70 persons who consumed a large quantity of fried chicken and cold beer.

The get-together was preliminary to the presentation of a fine electric-eye movie camera and assorted gadgets to Bill Miller as a token of esteem on the occasion of Bill's retirement as an FAA Flight Inspector.

Bill Miller has accumulated many friends throughout the country during his 30 years of flying and 21 years with the Agency, and we know we speak for all of them in wishing him the very best in the years to come. Bill is a charter member of the OX-5 Club and a Quiet Birdman.



PERSONNEL HI-LITES

The Training Branch announced June 13 its Training Program plans for the first and second quarters, FY 1961.

These plans include Management for Supervisors, a 40-hour course, at Chicago, Ill., Sept. 19-23; Des Moines, Iowa, September 26-30; Pierre, S.D., October 17-21; Detroit, Mich., October 30-November 4; Kansas City Municipal Airport, November 14-18; Indianapolis, Ind., December 12-16. In addition, the 15-hour Effective Writing and Secretarial Development courses will be offered at several of these same locations.

THE OTHER FELLOW AND I

While there is no question of a doubt that the other fellow has great influence upon our own performance, the opportunity still exists for us to do a lot for ourselves. A good question to face once in a while is, "What can I do that I should do despite whatever handicaps the other fellow places upon my performance?" Such an attitude sometimes results in the discovery that the other fellow and I are both after the same objective and not in conflict.

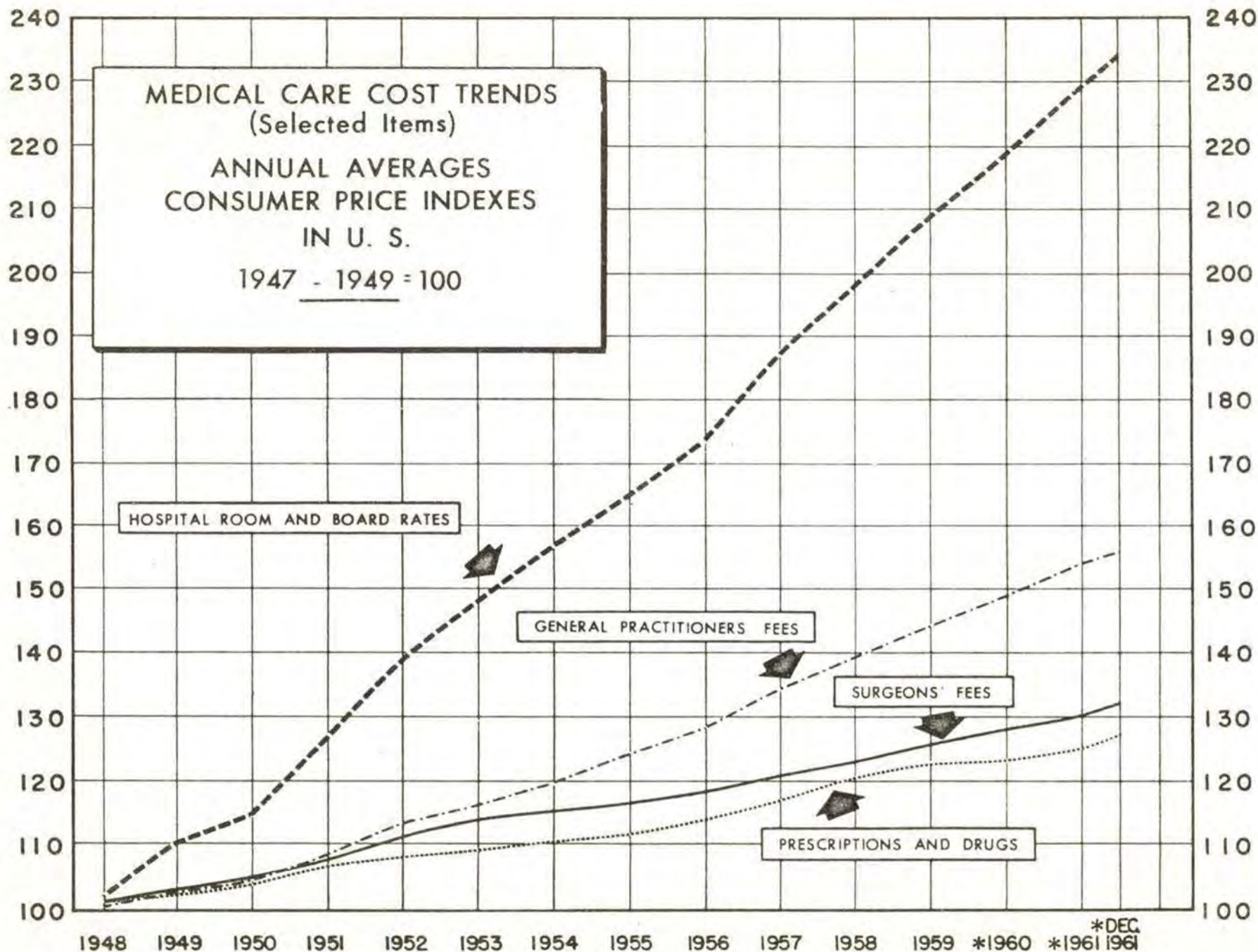
The first thing a person in management (and when I refer to management, I am talking about all individuals from first line supervision to the top management level) must do is to consider how much he can accomplish by improvement in his own practices and procedures without coming into direct conflict with higher management. Those who feel that they do not have enough responsibility and authority should ask themselves if they are making the best of what they have. Sometimes, that is the best way to attain more.

If a manager cannot work with his people in certain ways because his actions are neutralized by conflicts with higher management practice, is he absolutely positive that he is getting all the results he should despite such a handicap? If an individual cannot do a management job under great difficulty, what assurance does he have of his competency when there are fewer obstacles?

Before we blame all our failures and frustrations on top management, let us be sure that we have made the most of our own abilities and that we actually have tested our bosses by attaining outstanding results by the methods in which we believe. Bosses, too, should ask themselves if they have done everything possible to get people under their supervision to accept certain standards and to perform in certain ways.

The inclination to blame our inability to accomplish certain things on the fact that the boss does not believe in them or on a subordinate's refusal to accept them actually diminishes our own effectiveness. If we shift our sights to doing everything we can as individuals, regardless of the difficulties, we sometimes discover that the difficulties disappear. Bosses are usually sold by successful performance and subordinates usually measure up to responsibilities and obligations placed squarely upon them.

Excerpted with permission: Lawrence A. Appley, "President's Scratchpad," American Management Association Management News 2-60.



UNITED STATES CIVIL SERVICE COMMISSION
BUREAU OF RETIREMENT AND INSURANCE
APRIL 23, 1960

SOURCE: Bureau of Labor Statistics, Department
of Labor, Consumer Price Index: Price Indexes for
Selected Items and Groups, Annual Averages.

* PROJECTED by
Civil Service Commission

HEALTH BENEFITS PROGRAM

As a matter of interest to all personnel the final tabulation indicating the choice of plans selected by Region 3 employees under the Health Benefits Program is as follows:

Service Benefits Plan (Blue Cross)	
2, 730	
Indemnity Benefits Plan (Aetna)	
2, 298	
Group Health Plan Minneapolis-St. Paul	
5	
Employee Organizations Plans	
10	
Registered not to enroll	
480	
Ineligible to receive coverage	
155	

REPORT ON HEALTH BENEFITS

Nationwide Enrollment Report, July 15, 1960

On July 15, 1,453,600 employees had enrolled in the Federal Employees Health Benefits Program, according to preliminary and incomplete registration figures received by the Civil Service Commission from 35 of the 38 carriers of participating health benefit plans.

All registration forms have not yet been processed by Federal agencies and received by the carriers. Final figures on employee enrollment and employee dependents enrolled will be available later.

The 1,453,600 enrollments are summarized below:

Service (Blue Cross-Blue Shield)	
805,000	56%
Indemnity (Aetna Insurance Co.)	
400,000	27%
Federal employee organization plans	
159,400	11%
Comprehensive medical plans	
89,200	6%

Samplings made of enrollments in the four categories of plans showed selections

of high and low options as follows: Service - 82% high and 18% low; Indemnity - 82% high and 18% low; Federal employee organization plans - 60% high and 40% low; and comprehensive medical plans - 85% high and 15% low.

As we move "slowly but surely" into the new regional organization the Wage Administration Branch, in cooperation with the program offices, plans to review the position descriptions of all employees in the affected organizational units to assure the validity of each assignment described and the correctness of titles, grades and organizational locations. This procedure will result in some descriptions being completely revised and new sheets prepared and classified; in other instances valid descriptions can be obtained by simplified documentation attached to the official copies of the existing description showing minor changes not affecting grade or title.

In the majority of cases, particularly in the field, only the revised organization setting of the position will require change; e. i. from Air Navigation Facilities Division to Facilities and Materiel Field Division No. 3 or Air Traffic Control Division to Air Traffic Management Field Division No. 3.

Regional headquarters and field personnel will not be required to take any action except as they may be notified or contacted by their program offices or representatives of the Personnel office on an individual basis.

Attention is directed, however, to the continuing responsibility of both employees and supervisors for reviewing periodically the descriptions to assure their current validity. Each description enumerates assigned duties and responsibilities that provide the basis for determining the proper

grade on which salaries are paid. These documents have the same legal status as any other pay voucher and accordingly should reflect at all times a true picture of each legally authorized position.

During the period of reorganization, due to the volume of work, there may be slight delays in some instances in providing descriptions that are strictly current in all respects. Employees having questions concerning this matter should direct their inquiries to their supervisors who will, if necessary, contact the Personnel Office.

SUBMISSION OF EMPLOYEE PROMOTION APPRAISALS

Recently the Personnel and Training Division has been receiving an increasing number of amended Employee Promotion Appraisal Ratings on employees who have already received ratings for the current EPA rating year. In these cases the amended ratings, by Agency policy, have been returned to the appropriate supervisors. Standard Practice 3214.2, which is still in effect, states that "appraisals shall be completed annually for all employees. . . ." The one exception to this is that for employees who have occupied their positions less than 90 days on the date the annual ratings are due, the ratings (in these instances) may be deferred until the completion of the 90 day period. As soon after the 90 day period as possible, the ratings should be completed and mailed to the Personnel and Training Division, RM-380.

We understand that that part of Standard Practice having to do with Employee Promotion Appraisals is currently under study by the Washington Office. Until such time as changes might be made in the present procedure, we have no authority to deviate from the Agency's policy as shown in Standard Practice 3214.

GEORGE KAZELL WINS HONORABLE MENTION

The Federal Fire Council Emblem contest, inviting Government-wide participation, was considered very successful. Almost 3,000 emblem designs were submitted by 1,761 employees of 30 Federal Agencies.

The contest winners were C. W. Immler, AEC, 1st place; Walter F. Halleck, Selective Service System, 2nd place; and Matthew Fenton, Treasury Dept., 3rd place.

Seven entries were given honorable mention. Included in this group, which are in the top ten, was George Kazell, who is assigned to the St. Louis ARTC Center.

Twenty employees from twelve different facilities in Region 3 of the FAA entered the contest.

In expressing their appreciation the Federal Fire Council stated, "In addition to obtaining a suitable emblem for the Council the contest has stimulated an interest in fire safety - - and created an awareness of the Federal Fire Council as an advisory agency in these matters."



North Platte, Neb. - Dorothy H. Rumbeck, Clerk-stenographer, receiving Sustained Superior Performance Award. Left to right: J. A. Heid, ATDS; Guy H. Gray, Chief of Weather Bureau; Chester A. Bruner, FSS Chief; Delbert H. Myers, SEMT; and Dorothy H. Rumbeck



FEDERAL AVIATION AGENCY

Washington 25, D.C.

OFFICE OF
THE ADMINISTRATOR

August 5, 1960

MEMORANDUM TO: Heads of Washington Offices and Bureaus
All Regional Managers
Directors, Aeronautical Center and NAFEC

SUBJECT: United Fund and Community Chest Campaigns

In the very near future the United Community Campaigns of America will commence. Attached is a letter to the Heads of Executive Offices and Agencies on this subject signed by President Dwight D. Eisenhower.

The United Funds and Community Chests will seek to raise a record of \$455,000,000 throughout the Nation this fall for the support of 27,000 national and local health, welfare and recreational organizations. Among the humanitarian efforts for which these funds will be used are first aid, safety and blood donor services; medical and nursing care for the needy; care for the homeless children and services for the aged; and recreational and character-building activities for the youth of our country.

I am writing to urge that you bring to the attention of your employees the importance of supporting the local Community Chest and United Fund Campaigns. These programs give all of us an opportunity not only to contribute to the health, welfare and recreational needs of the community in which we live and work but also to obtain the satisfaction that is derived from exercising our "full citizens' share" of community responsibilities.

I urge you to give this worthy matter your personal attention.

A handwritten signature in dark ink, reading "E R Quesada". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

E. R. QUESADA
Administrator

Attachment



COFFEE, ANYONE ?

Why the Coffee Break ?

We would like to pass on an interesting article just printed in the Physicians' Bulletin by Lilly Company -

They grow an awful lot of coffee in Brazil, but let them not forget that we norte-americanos have not failed to do our part as consumers. The brave new postwar world which brought the American equivalent of the English "tea" - the "coffee break." In the course of only a few years, the ritual surrounding Coffea arabica has assumed awe-inspiring proportions:

Ten billion cups of coffee are consumed annually during the "break."

Twenty-seven million workers on a typical winter day drink coffee in the morning or afternoon or on both occasions.

About three-fourths of all stores, factories, and offices grant employees the "break". Of all coffee consumed away from home, 45 percent is drunk on the premises at work. The coffee break is a fluid fixture at medical conventions and a "fringe benefit" in many physicians' offices.

Rise of the Coffee Break

The whole business apparently started sometime during World War II. Into the war production scene came the idea of regularly spaced rest periods in factory, office or store; temporary cessation of work for a short period replaced the intermittent exodus to the rest room or water cooler. Since then, the coffee break has seeped into the social fabric of the American scene, and it shows no sign of being washed out. WITNESS: A tea company holding a sales meeting included in their schedule of events - "10:00 a. m. - coffee break."

Not infrequently, one explanation given for the rise of the coffee break is this: Workers will observe a rest period anyway, whether granted or not. The coffee break, according to this point of view, is nothing more than a belated acceptance of an age-old custom. Probably of more importance is the widely held impression that uncorrected fatigue in the midmorning and mid-afternoon periods lead to increased accidents. Too, some nutritionists look upon the coffee break as a boon. Concerned about the inadequate or missed breakfast, they see it as a "snack break," a chance for employees to gorge on milk and pastries and thus return to the nutritional optimum. (Have the associated crullers led to the prevalence of obesity?)

The Ritual

There is more to the coffee break than a cup of coffee. The ritual of twice-daily gatherings over the beverage is a concatenation of many activities: "the cessation of work, the movement of individuals, the exchange of conversational material, exchange of news items with fellow workers, etc. Which factor is really responsible for the presumed benefit accruing from the coffee break ?

It could well be that the true value lies in this "town meeting brought up to date and dressed in working clothes." Democracy in a culture of bigness! Here the individual can be free to express his views, not forgetting the therapeutic value of exchanging "beefs" and "gripes," to lead or follow others, to give or receive counsel and modestly to boost his prestige or strengthen

his ego. In addition, the grapevine "scuttlebutt" aspect of the break permits both rumor and group attitude to permeate the organization.

Social scientists will have to ask, "Is the coffee break a benefit?" Does it really elevate morale, increase production, lower fatigue, or reduce accidents? Even more fascinating will be the future studies on the significance of "all black" (23.5%) vs. sugar and cream, please" (36.3%). What about the doughnut and related morsels?

Most important of all, however, will be the answer to the great American quandary - What about poor Joe who doesn't like coffee? Is he supposed to go on working like a dope?" See you in the snack bar at break time!

ORCHIDS

Proof that a good job anywhere in the FAA and especially in Air Traffic Management will be recognized was amply demonstrated to five Air Traffic Control Specialists at Meigs Field.

In recognition of their continuous and sustained high level of performance in their duties through a part of 1958 and most of 1959 Messrs. Douglas F. Radtke, Francis J. Reilly, Hugh Riddle, Jr., and Robert F. Lambert and Miss Thelma I. Ryberg were issued Sustained Superior Performance Award Certificates and cash awards.

The recommendation for the awards pointed out that in addition to handling an unusually heavy traffic load for the year these five people carried the normal workload of seven controllers and in addition carried out an extensive ground control program, provided training for newly hired candidates and performed other duties in such a manner that several unsolicited letters of a complimentary nature were received by the facility.

RED CARPET TREATMENT

When the President of the United States attends a political convention the red carpet is rolled out and things are done in grand manner. Preliminary to his visit to the 1960 Republican Convention the President was accorded a "Thank You Ike" celebration by the City of Chicago.

Well known for his ability to use air travel to cut travel time to a minimum the President flew into O'Hare Field in his Boeing 707. After greeting ceremonies there he flew to Meigs Field via Military Helicopter. At Meigs he boarded a motorcade for a tour of the city.

With the major radio and television chains providing complete coverage of the event the Meigs Field 78 acre island was popping at the seams and space was at a premium. This was especially at the reception area on the ramp directly below the tower. Cameras, antennae, wires, and photographers were all literally "hanging by their heels" from the tower building.

Meigs Tower Building with cameras mounted under rain-protective covering with cameramen and technicians "sighting in".





THE FACTS OF '59

37,600 Deaths

900 More than 1958

2,870,000 Injuries

45,000 More than 1958

8,200 Pedestrians Killed

500 More than 1958

914,690 Casualties from Speeding

15,110 Deaths Occurred on Weekends

More than 40% of the Total

28.7% of the Drivers Involved in Fatal Accidents

Were Under 25 Years of Age

*More than 80% of the Fatal Accidents Occurred
on Dry Roads and in Clear Weather*

*More than 85% of the Vehicles Involved in
Personal Injury Accidents were Passenger Cars*

*Almost 3,000 Pedestrians were Killed while
Crossing Between Intersections.*