FLIGHT LINES

FEDERAL AVIATION AGENCY-REGION 3

MARCH 1961

FLIGHT LINES
FEDERAL AVIATION AGENCY - REGION 3

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Henry L. Newman -
Regional Manager

Marshall C. Benedict -
Editor

Mildred Sylvester -
Ass't Editor

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REGIONAL MANAGERS' CONFERENCE

In last month's FLIGHT LINES, I mentioned the Regional Managers' Conference scheduled for March 6-10. I wish that each of you could have shared the experience of the actual meeting. While we had hoped Mr. Halaby would be able to spend some time with us, we recognized that he had only been sworn in on Friday, the 3rd, and that he had many pressing, time-consuming problems. In spite of this, he spent most of the first day and a substantial portion of the remaining four days with us.

You may wonder how this concerns you in Region 3. It definitely does. It was not only the encouraging words that were spoken. Even more important was the interest which Mr. Halaby showed in the field program and his desire to experience the field problems firsthand. As evidence, he announced his plan to spend three or four days in each Regional Office as soon as time will permit. Early in May, Mr. Halaby hopes to bring some of his top staff to Kansas City and actually run the FAA from the Regional Office for a few days.

I am sure you will agree that we in the field will all benefit from the improved understanding which will result from this experience. This was but one indication of the Administrator's recognition of the importance of your work and of his desire to become well informed with respect to your problems. He is most anxious to acquire knowledge and facts regarding FAA programs and problems. He considers this essential for him to make proper decisions. I feel certain you will all soon see other indications which will permit you to share my enthusiasm for this approach to Leadership in our FAA.

Just a word about Project Straightline. It was discussed as planned. At that time, it was decided to defer all actions pending further study of certain aspects of the program. Any further information we receive on this subject will be passed along to you as soon as it is known.

Henry L. Newman

FAA'S AERONAUTICAL CENTER

Aerial view of FAA's Aeronautical Center located on the airport at Will Rogers Field, Oklahoma City

The Aeronautical Center is the geographical location for the teaching of aviation's most needed skills; houses the logistical area for most of the Federal Aviation Agency's far-flung facilities; handles the major maintenance for the fleet of FAA aircraft. The Center also is the location for aviation medical research and houses the many records for airmen and aircraft.

The Aeronautical Center - located in Oklahoma City at Will Rogers Airport since 1947 started its present mushrooming growth with the dedication of the new Headquarters Building in the Summer of 1958. Today an investment of more than 20 million dollars in modern buildings - this doesn't include the 11 to 12 million dollars in new buildings planned for construction within the next two years - and millions of dollars in equipment form the nucleus for this facility. There are more than three thousand employees, a 26 million dollars annual payroll. The annual student enrollment currently surpasses 10 thousand.

Presently the Center has five large class room and laboratory buildings which total more than 250-thousand square feet of floor space. There are two hangars big enough to house the largest jet aircraft. These hangars have 230-thousand square feet of space, including offices and shops. The headquarters building has 161-thousand square feet for offices, classrooms, post office, cafeteria, auditorium, clinic, and a communications center.

The organizations at the Aeronautical Center: The Federal Aviation Agency School, Facilities and Materiel Depot, Civil Aeromedical Research Institute, Examination and Records Division, Data Processing, Low, Intermediate and High Altitude Flight Inspection, and the Office of the Manager.

The Federal Aviation Agency School performs that training for FAA personnel that has been found can be best conducted on a centralized basis. E. B. Olson is Superintendent of the FAA School. This training includes a variety of technical specialties that are essential to the operation of the Federal Airways, the maintenance of air navigation facilities, and aviation safety. FAA students come from all of the States and international students from around the world for indoctrinational, refresher or advanced training in many specialized

Air Navigation Facilities Building No. 2

Air Traffic Management Building

fields. Observers from the aviation industry, airlines, the Armed Forces, and government agencies of other nations also attend the FAA School to keep abreast of new developments.

The three large areas of training are:
Air Traffic Control
Flight Standards
Maintenance of Air Navigation Facilities.

The major portion of the training in Air Traffic Control is the basic qualification training of newly employed personnel in an eight weeks' course. There are two of these courses, one for air route controllers and one for terminal controllers. Other courses include a rather extensive course for students of cooperating foreign nations and a condensed two weeks' course in air traffic control familiarization for those in managerial positions in FAA and other agencies having responsibilities in aviation.

In Flight Standards the School provides operational qualification and refresher training for all types of FAA pilots including air carrier and general operations inspectors, engineering flight test inspectors and facilities flight check pilots. The School also provides technical training for carrier and general maintenance inspectors, electronic-electrical systems inspectors,

and engineering personnel in a wide range of courses involving powerplants, airframes, and aircraft systems.

Training in the electronics maintenance of the air navigation facilities is by far the largest program at the School. Here training is conducted for the Agency's facilities maintenance engineers and technicians in the many kinds of facilities used in the control of air traffic in the navigation of aircraft. Subject matter is organized around five large areas: communications equipment, ILS and VOR, distance aids, radar, and airborne electronics equipments.

In all courses at the School, work goes on continuously to keep the courses up to

Warehouse Interior

date and to provide trained manpower to the regions by the time rapidly advancing technology and changing procedures require it. In general, the Agency follows the practice of providing the School with one of the first production models of a new equipment in those cases where training is to be done on a centralized basis.

During this fiscal year, the FAA School will receive and initiate training in a newly purchased L-188 and Boeing 720. Training in a new Convair 880 will be inaugurated shortly after the beginning of FY-62. The new aircraft will be used primarily for basic qualification and refresher training

Control Tower Class

for air carrier inspectors. The School is presently conducting training for air carrier operations inspectors and high altitude facilities flight check pilots in the Agency's second KC-135, which eventually will be used in high altitude flight check work.

The School also provides courses in management for supervisors and will inaugurate in FY-62 a management and staff course for intermediate levels of management. The School also conducts rather extensive programs of training for its instructors in techniques of teaching.

FAA aircraft in Hangar No. 9

In addition to the resident courses conducted, the School also administers a rather extensive correspondence course program. Approximately 10,000 employees of the FAA are enrolled in correspondence courses, most of which are in the electronics maintenance subject matter area.

Facilities & Materiel Depot

The Depot, a part of the Bureau of Facilities and Materiel, provides engineering, shop and supply support to the FAA Aircraft and Ground Facilities activities. Manager of the Depot is Ronald W. Pulling. These functions are accomplished with an organization composed of two operating and two staff divisions. The Aircraft Division and the Materiel Division make up these two operating components.

The Aircraft Division occupies the major portion of Hangars 8, 9, and 10 and employs at the present time about 1,000 people.

This Division's work falls, basically, into two separate operations. The first is associated with minor and major maintenance and overhaul functions covering airframes and engines, and the second associated with the fabrication and repair of airborne electronic systems.

The Materiel Division's activities are associated primarily with supply support to Federal Aviation Agency aircraft and ground facilities. The major portion of this activity is located in the Facilities and Materiels warehouse at the Aeronautical Center. This is all under one roof and comprises some 15 acres. This division employs about 900 people.

The materiels handling activities associated with this Division are divided into two functions. These are (1) supply support to FAA ground and aircraft facilities, and (2) a centralized assembly and shipping point for the structural and electronic equipments purchased from many commercial sources for use in establishing a variety of communication and air navigational aid facilities.

Examination & Records Division

This Division, located temporarily in a downtown Oklahoma City office building, is both the examining and recordation area of the FAA. The Division, at the moment, uses 26 thousand square feet of floor space, employs approximately 120 people. Already planned is a building at the Aeronautical Center. Les Brooking is Chief of this Division.

Examination and Records moved from Washington to Oklahoma City in March, 1960 because the functions could be performed in the Oklahoma City area with equal efficiency and at less cost.

The Division's Records Section handles 1 million, 750 thousand airmen's certificates; something over 750 thousand of these are active. The records covering 340 thousand registered aircraft are carried in the files.

The Examination Services Staff of this Division writes and scores examinations in these areas: General Aviation, Air Carrier, Flight Engineer and Maintenance.

Examination and Records Section

Civil Aeromedical Research Institute

This is a comparatively new function within the FAA's framework, with Dr. H. D. Estes as Director. The Civil Aeromedical Research Institute operates under the Bureau of Aviation Medicine; is presently located in quarters on the North Campus, University of Oklahoma at Norman. Approximately 65 are employed at CARI.

A seven million dollar building will be constructed at the Aeronautical Center to house this organization. Completion date is approximately two years.

The CARI doctors are checking into a number of research factors such as chronological versus physiological age; survival factors after air crashes, stress and fatigue factors involved in all phases of aviation, and so on.

OFFICE OF THE MANAGER

The Manager of the Aeronautical Center, Lewis N. Bayne, represents the FAA in contacts with the general public in matters dealing with the over-all mission of the Center. Also, the Manager works closely with state and city officials in space and management problems that apply to the Center as a geographical location.

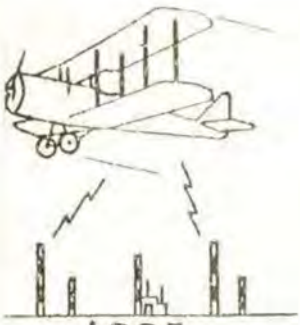
The Office of the Manager has liaison with the Oklahoma City Airport Trust- which built and owns the ultra modern brick buildings at the Center. These buildings, in turn, are leased by the General Services Administration for the FAA.

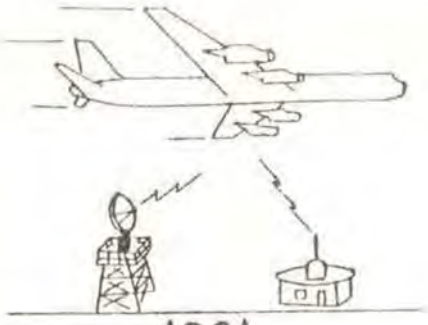
The Manager's other duties cover such areas as current and future needs for space and utilities, support service for audit, personnel, accounting, plant maintenance and communications. The Office of the Manager, through Administrative Services, is responsible for continued operation of a Class A printing plant - recently installed, containing complete facilities such as linotypes and offset presses - this printing plant is designed to turn out the great volume of printed material needed for the various facilities at the Center.

FAA's new Lockheed Electra, acquired in March, which will be used for FAA pilot proficiency training, is equipped with flight recording gear to provide a permanent record of flying characteristics.

Nan-111 will be flown about 12 hundred hours a year to familiarize the FAA pilots and flight engineers with this type of aircraft. Each man will get 50 hours time in the big plane.

Because of the Electra's special mission requirement, only 18 passenger seats have been installed.





AIR TRAFFIC MANAGEMENT

"FAA's MOST CHALLENGING MISSION"

In the February issue, we advised that the "Straightline" program had been halted by word received from the Washington office on February 16 to "defer" all actions on this project and to suspend any plans concerning the proposed Regional boundary changes that were supposed to become effective on February 19.

We also mentioned that the Regional Managers were scheduled to attend a conference in Washington during the week of March 5, with the new FAA Administrator, Mr. N. E. Halaby, and that one of the principal agenda topics was Project Straightling and the associated regional boundary changes.

Following Mr. Newman's return from the Regional Managers' meeting, he held a special staff meeting on March 13 to give the heads of all Program Divisions and Staff Offices a rundown on the Regional Managers' conference.

Regarding Straightline, he advised that Mr. Halaby discussed this subject with the RM's and the various Bureau Directors and heads of the principal FAA office segments and, after listening to the comments of the people in attendance, requested that all actions to implement Straightline (Area Offices), together with the associated regional boundary changes, be suspended to permit further study of the whole regional and field organization problem pending his decision on the concept to be adopted.

The deferral of all pending Straightline plans includes negotiations for acquisition of office space, equipment, and personnel actions to staff these offices. As you know position vacancies had been advertised for the GS-15 and GS-14 ATM Supervisors at the proposed Area Offices, and bids have been received from qualified and interested bidders. However, unless further instructions are received to the contrary from Washington, our Personnel & Training Division advises that no action will be taken to process the bids received on these positions at this time.

This is the status of Project Straightline and the related regional boundary changes, as of the date this article was written, March 20.

ATM TRAINING SUPERVISORS CONFERENCE

A conference of all Region 3 ATM Training Supervisors from our 6 Centers and 13 Class II and IV terminal facilities (Towers and RAPCONs) was held in Kansas City March 13-17, at the Park East Hotel.

In addition to representatives from our Region 3 facilities, Washington BATM made arrangements for the Training Supervisory personnel at those Region 1, 2 and 4 ATM facilities we originally were scheduled to acquire under Project Straightline Regional boundary changes to also attend this conference.

Similar conferences are scheduled to be held in each of the four Continental regions, and Region 3 was selected as the initial location.

The purpose of the conference, which was conducted by representatives from the Washington Office of Personnel & Training, and BATM, was to present a new plan and concept for conducting the ATM facility training program at centers and terminal facilities. This plan was developed after considerable research, collaboration, and

coordination had been completed by P&T and BATM representatives with the Aeronautical Center at Oklahoma City, and with selected ATM field facility personnel from each of the four Continental Regions.

One of the basic purposes of the new program is to achieve a major degree of standardization in the scope and methods employed in the training programs conducted by centers and terminal area facilities.

B/Gen. Carl I. Hutton, Chief, Training Division (PT-30), attended the opening day of the conference during a stopover in Kansas City enroute to the Aeronautical Center. Messrs. Homer C. Rose, Carl F. Kusrow, R. H. Stevenson, and H. N. VanSant of the Management Training & Training Development Branch (PT-35), conducted the conference. Mr. R. F. O'Neil (AT-235), represented BATM.

Regional Office representatives from our own Personnel & Training Division, plus Les Putnam, John Doerflinger, and John Watts, of the Operations Management & Training Section (AT-3205) in our ATM Division, were in attendance at all sessions during the week. Dorothy Dahms, in Les Putnam's Section, handled the conference secretary duties.

A list of ATM field facility personnel attending this conference is given in alphabetical order, including those from Regions 1-2-4:

W. G. Blythe	LOU Tower
K. R. Buchanan	TUL Tower
W. S. Canty	MDW Tower
N. A. Davis	CMH Tower
H. J. Duffield	CRW Tower
K. G. Fahrenbruch	ICT RAPCON/ Tower
N. Hanson	LEX CS/T
E. A. Hayes	ORD Tower
H. Henneman	DEN Center
G. Jaegels	COS CS/T
W. O. Kaestner	IND Center
W. L. Kuhr	MSP Tower
Al Laitner	STL Center
B. H. Lewis	YIP/DTW Tower
L. L. Lonier	OLA RAPCON
Ellen McCaughey	OMA RAPCON/ TWR
R. K. Murkin	STL Tower
W. G. Parsons	MKC Tower
C. W. Purtilar	CVG Tower
W. H. Reazin	DSM Tower
L. A. Sharon	MKE Tower
L. Shumaker	DAY RAPCON/ TWR
Stevia Slaughter	MKC Center
R. K. Stephens	LNK RAPCON/ TWR
F. P. Tanner	DTW Center
E. H. Wagener	MDW Center
L. E. Walker	IND Tower
M. J. Wilson	MSP Center
R. Worthington	DEN Tower

We were glad for the opportunity to meet the field facility representatives from our neighboring regions and for them to become acquainted with the Training specialists from our Region 3 facilities. Aside from the basic purpose of this conference, the opportunity to exchange individual ideas and experiences in the important training function should have been very worthwhile and informative, even though any plans we may have had prior to February 16 for welcoming these representatives from the other regions as new members of our Region 3 ATM group now seem to have faded over the horizon like yesterday's sunset.

We sincerely hope that the week long schedule in both the conference and the unofficial program of extra curricular activities was enjoyable and profitable for all concerned.

RATMS Assignments

During the past month there were some changes in the Resident Air Traffic Management Specialist assignments to mili-

tary air traffic control facilities, as the result of Al Schacht (RATMS at Ellsworth AFB) having been selected to fill the Asst. SAC Liaison Branch position at Headquarters, SAC, under Bob Baker.

Pete Meier, RATMS at Minot AFB, N. D. moved into the RATMS job at Ellsworth AFB, vice Schacht

John Farmer, formerly Asst. Chief at Olathe RAPCON, was selected to fill in behind Meier at Minot AFB as RATMS.

RATMS CONFERENCE

We were notified by BATM Washington on March 17 that a Region 3 RATMS conference will be held in Kansas City at the R. O. on April 13-14 to discuss the expanded scope of duties and responsibilities that will soon be performed by the Resident ATM Specialists. The conference will be conducted by BATM representatives, headed by W. E. Britton, Chief, Facility Operations Branch (AT-210) and will be attended by ATM Division representatives from our Operations Branch, Airspace Utilization Branch, Operations Evaluation Branch, and Procedures & Regulations Branch. Preliminary indications are that the RATMS will be required to handle certain problems in their respective areas of responsibility that deal with various matters outside of the purely operational responsibilities associated with the military air traffic control functions at their military base of assignment.

FSS POSITION CLASSIFICATION STUDIES

We also received word from Washington on March 17 that a Region 3 FSS representative will be detailed to BATM for a 2-week assignment, beginning April 17, to participate in a program now under way in the Office of Personnel & Training and BATM for FSS position classification.

L. W. Berg, Chief at RWF FSS, has been selected as the Region 3 representative to participate in this program since a representative from a Class I FSS was requested from this Region. Representatives from Class II and III facilities in other regions have already been selected to take part in the FSS position classification studies.

BATM selected the Regional representatives from a list of personnel who have taken part in earlier studies of this type, to provide as much continuity and background experience as possible.

RETIREMENT

P. E. Riney, Chief, Programs Plans Section, (AT-3035) has announced his plans for retiring on April 1 after completing over 30 years of CAA-FAA service. Arrangements are being made for a luncheon March 30 in connection with Earl's plans to complete his last day of duty in the Program Planning Branch on March 31. More details on this event will be carried in next month's issue of FLIGHT LINES.

Charles N. Schwab, Omaha FSS Chief, also has advised that he plans to retire, effective April 30.

VISITS

The uncertain and changeable March weather to date has hampered our visits to the field to a considerable extent. However, since the February issue of FLIGHT LINES, we have managed to visit St. Louis twice (once unplanned, due to an unscheduled stopover account severe wx encountered on a return flight from IND to MKC), and Indianapolis, twice.

On Feb. 25 we accompanied Clyde Pace (FM-3000), Mr. H. L. Newman (RM-300), and Dave Detamore (FS-3440) in FAA Beech N136 to STL to attend an evening meeting of the Missouri Pilots Association and National Pilots Association, at which Mr. James T. Pyle, FAA Deputy Administrator, was the principal speaker. We

were pleased to note that there was a good representation from the local STL ATM facilities in attendance at this meeting, including members of the Center, Tower, and FSS.

Our visits to IND included attendance at the March 7 meeting of the ATC Advisory Committee.

The unplanned stopover at STL on our return flight to MKC permitted visits to the STL Center, Tower, FSS and ATAS offices.

Bob Ziegler, Asst. Division Chief, also managed to get in visits to Chicago and Indianapolis during the past month.

Note to Detroit Center -

We have not purposely avoided visits to your location, despite rumors we have received, and have planned to make the next ATC Advisory Committee meeting in April, if possible. Since the first of the year we have just not found it possible to get to DTW. MSP is also on our itinerary plans. Additionally, we want to drop in at FWA to see their new ASR-4, and at AZO to see their new Tower soon.

FOREIGN CORRESPONDENT ITEM

If you recall the picture that appeared in the December issue of FLIGHT LINES, illustrating the rather complicated piece of Pakistanian pipe smoker's equipment, we will quote a subsequent offering received from Tad Matucha in Karachi - "Sure appreciate the picture of you smoking the "Hubble-Bubble", but must say that your technique is all wrong. You don't put the stem in your mouth - it's not sanitary - you hold the end in your hand, forming a circle around it with your fingers, and draw through the hole made by your hand. The whole thing assumes that you keep your hands clean! That way, several people can take turns.

"Then, too, you don't sit on your (censored) cross-legged. You sit on your haunches in a squatting position. These people, all of them - do it for hours at a time (no chairs!).

To fire it up, you put an irregular shaped stone in the bowl to keep the tobacco from going through. Then you mix up the tobacco with molasses and sugar until you can form it into a gooey ball. Put this in the bowl, put a couple of burning pieces of charcoal on top - and have at it. And it's still no good!"

After reading this Tech Order, and having experimented initially with the workings of this Oriental "plumber's friend", we can only add our endorsement to KM's last comment.

GW Kriske

FLIGHT SAFETY CLINIC MEETING

On Feb. 14 a Flight Safety Clinic meeting was held in the Administration Building at the Municipal Airport at Mason City, Iowa. There were an estimated 250 pilots and others connected with aviation at the meeting.

Among those taking part in the meeting from the FAA were: Norbert Moh of the Des Moines Tower, Gene Ostiguy and Gene Anderson of the Des Moines FSDO. William Lyons of this facility showed our tape/slide program which the newspaper described as the "High Point" in the program.

There was a panel discussion at the end of the program consisting of the above named individuals plus Luther Vail from the Mason City FSS, Lou Wolverton from the Iowa Aeronautics Commission and Warren Caldwell from the Des Moines Weather Bureau. Questions from the floor were answered by the panel members.

Pictures of the meeting were carried on TV news casts.

Students in the Radiological Monitoring Class testing various resistance materials include starting second from left, James Rollins, Tom Graber, Harold P. Hadderdon, Harold Bolton and Harold Phalp.

Al Lorenz, Emergency Readiness Officer, and Bill Sprague, Regional Civil Aviation Defense Planning Officer, testing the radioactivity of Cobalt 60, which was used in the test and is kept in a special double lead walled container.

Part of the Radiological Monitoring Course included detection of active material by use of the Geiger counters. Starting third from left are: Bob Livezey, Will J. Clark, Duane Robinson, Tom Graber and Dewey E. Ballard.

On the trail of a live charge are James Rollins (left) and Arnold Reed, (third from left), and Charles Cunningham.
(Sorry but we were unable to identify the others not mentioned.)

EMERGENCY READINESS

ADEQUATE SHIELDING IS THE ONLY EFFECTIVE MEANS OF PREVENTING RADIATION CASUALTIES

Someone has said that if an atomic bomb should go off, he would be so scared, he would probably start running. This would be OK if you knew where to run. In other words, where will you get the most protection from radiation? Everyone should have some ideas on this subject for protection in this case is a matter of self preservation.

You may be caught in one of many different situations. For example, if you have sufficient warning, you may have time to reach a pre-planned shelter area. Again, you may have only a minimum of time in which to decide where the closest and best shelter is to be found.

Let's assume the worst condition, one in which you are caught away from your home shelter or any known civil defense shelter area. Look for the kind of a shelter you would seek in case of a driving rain storm. If you are driving in the country, there may be barns, farmhouses, caves, mines or tunnels that would give you protection. Culverts and covered ditches, though more limited in space, are better than nothing.

Perhaps you have already asked yourself the question, "What will I do for food and water if I use this kind of a shelter." Obviously this is the weakness of an unprepared shelter but such a shelter will give you not only immediate protection but a chance to stop and think about your situation and perhaps think of a better shelter which you can reach with a minimum time of exposure en route.

Personally, if I were driving in the country and heard the Conelrad warning alarm over my radio, I would pull in at the first farm house. Such accommodations would solve many of the problems in case the stay-time was lengthy.

Depending on the intensity of the fallout radioactivity, you may have to stay in a shelter area from one day to two weeks or more. Most people who plan to build a shelter area in their homes should furnish and supply it in such a way as to be tenable for two weeks if necessary. The natural thickness of the walls of your housewhether wood, concrete, or brick, will provide some protection. However, for the higher intensities of radiation, extra thickness is required. This is why it is recommended that you actually prepare a special room in your basement or an outside shelter with sufficient thickness to give you the kind of protection you want.

The following table will give you some idea of the effectiveness of common building materials;

2000 r/hr. outside will be reduced to the following radiation level inside a shelter:

Inches	Wood	Brick	Concrete
6	1260	580	300
10	900	240	86
12	780	160	46
14	660	100	24

It would be desirable to build a shelter that would reduce the radiation level to between ten and twenty-five r/hr inside the shelter. Other materials may be used, such as dirt, sand, to give additional protection and at the same time lessen the

Continued on page 27.

FLIGHT STANDARDS

It has been some time since I contributed my bit to FLIGHT LINES, and I think it is high time that I reported some of our recent doings.

Twice, since the first of the year, I have visited the Washington Office. The first time it was my idea, and the second time I was paged. In the course of these visits I had the opportunity to discuss a number of things with Mr. Bakke, Mr. Prill, Mr. Kemp and the various Division Chiefs. Among the items discussed (and in some cases I think it would be fair to state that we argued) were Bureau Order 2.2, overtime policy, the Straightline plans and the Regional boundary changes; also the Flight Standards Standards area test plan.

I think many of you have had the opportunity to study the Revised Bureau Order 2.3, and if you have not, I strongly recomment it. This constitutes a substantial change in our organizational structure and lines of authority.

Since the first of the year I have done a little better on my visits to District Offices, and have managed to visit, at least very briefly, in the Air Carrier offices in Kansas City, Chicago, St. Louis and Indianapolis; and the General offices in Lincoln Kansas City, St. Louis, Indianapolis, South Bend, Detroit, and Grand Rapids;as well as the new Engineering and Manufacturing office at Willow Run. I still have a great deal of territory to cover before I can consider myself current in District Office visits, and I hope to be able to keep up the pace.

In the meantime, our District Office inspection plan is progressing, and four General offices, including Grand Rapids, Wichita, St. Louis, and Sioux Falls, have been inspected to date. There should be four more of these inspections this fiscal year, as well as three in the Air Carrier offices.

Engineering and Manufacturing and Aircraft Management will conduct inspections of all of their offices before the end of the fiscal year. I believe the inspections are proving to be mutually quite beneficial, and I have been amused and dismayed to find how many of the deficiencies we find in the District offices are actually traceable to deficiencies in our own operations here in the Regional Office.

The results of these inspections have all of us scrambling to try to repair some of the things that we should have done a long time ago. Just for example, the following are highest on the priority list.

1. A consolidated Highlights and Deficiencies Report covering the operations and maintenance functions as well as the Supervisor's functions for the Air Carrier and General Offices.

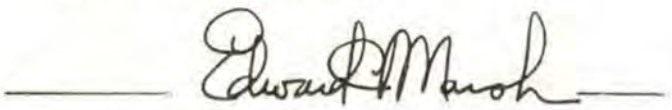
2. A standardized region-wide District office filing system for the General offices.

3. Classification studies of the stenographic and clerical positions in all of the District offices.

The above are just three of the items that we have in mind. We hope we can accomplish these before we find a dozen more that need attention.

On recent trips to the Field offices, the subject of most interest has been that of the proposed area plan. We have been in-

vited to send an observer to the area test plan being conducted in the Southeastern United States, and we plan to do so in April. When our observer returns, I will ask him to communicate his general impressions to all of you by means of an article in FLIGHT LINES.



AIRCRAFT MANAGEMENT BRANCH

The name, "Aircraft Management Branch" has a sort of vague connotation even among Agency personnel. It is not particularly descriptive as to the duties and responsibilities of that Branch. To alleviate this situation, and in response to many requests (well, some) we will try to clarify the what, who and why of this important part of the Flight Standards Division.

Basically, this Branch does have the responsibility for the broad management of all Agency and rental aircraft within the FAA program. This includes 10 DC-3 flight check aircraft and 2 Beech C45H pool aircraft for a total fiscal operation of over 12,000 flight hours. Additionally, the rental aircraft program amounts to more than 8,000 flight hours annually. This is expensive; total cost of all this flying amounts to over $485,000 in this Region.

To make all of this money and flight hours come out even, Mr. George Ireland, Branch Chief, depends on three Sections. These Sections are all inter-related and interdependent on each other. Let's take them one by one.

The Aircraft Operations and Procedures Section is familiar to most as the old Flight Inspection Branch. Their primary responsibility still involves the flight checking of Navaids to determine if facility performance meets certain criteria and is safe and adequate for general use. They have the final word as to the certification, initially and recurrently, of all FAA, Army and Navy, and some non-Federal Navaids.

A complex and important function of this Section is the developing and approving flight procedures for Civil and Military aircraft use, including enroute altitudes and terminal weather minimums. Formerly, this phase of work was performed by the old Air Carrier Division and Air Carrier District Offices.

The flight check program is handled by three Facility Flight Check District Offices; Kansas City, Kansas; Minneapolis, Minn., and Battle Creek, Michigan. Two additional FFCDOs located at Denver, Colo. and Columbus, Ohio, will be taken over under Straightline. In the Regional Office, Mr. John Walls, the Operations and Procedures Section Chief, also has the responsibility for assignment and control of rental and pool aircraft. In the latter regard, the section maintains pilot records of all FAA personnel who are eligible to fly these planes, and they issue the directives pertaining to aircraft use based on Washington instructions.

This Section will have a total field complement of 104 persons.

The Aircraft Requirements and Utilization Section does a continuing development, consolidation and justification of Regional aircraft requirements. This is largely a paperwork and budget workload, but in addition they make a constant analysis, study and development of procedures toward obtaining maximum aircraft utilization for the least amount of operational expense.

This Section must closely monitor the rental aircraft allocations to all Divisions and Branches and makes recurrent adjustments of available funds in order to fill all needs wherever possible.

Mr. Eugene Lowrance, who has been sojourning in Frankfurt, Germany, the past two years, will return to become Chief of this Section around May 1st.

If airplanes are to fly safely, they must be properly maintained. This is the responsibility of the Aircraft and Avionics Maintenance Section. Anyone who has been to the FAA headquarters hangar at Fairfax Airport, Kansas City, Kansas, can understand the scope of this operation. Each of the 10 FAA DC-3 aircraft is inspected at 50 and 100 hour intervals or about twice each month. Approximately 250 manhours are required to perform these checks on each airplane every month.

Monthly checks are also performed on the two pool Beech C-45 aircraft.

The Avionic technicians maintain the aircraft electronic equipment to the precise standards that are required in facility flight check work. This work is very important, since all Navaids are calibrated and adjusted by means of this airborne equipment. Air Force AACS equipment is also calibrated by the FAA technicians on a reimbursable basis.

In addition to the headquarters hangar, small maintenance units are located at the Minneapolis and Battle Creek FFSDOs to handle trouble shooting and spot maintenance. The over-all staffing consists of 70 maintenance personnel. Mr. Gerald Krehbiel has recently transferred here from Washington to head up this Section.

Some of the veteran FAA employees might recall 10 years ago when the old Flight Inspection Branch consisted of a total of 5 pilots, one clerk-steno and two airplanes. The explosive growth of aviation since then and the required FAA participation in this growth is ideally exemplified by the increase and consolidation of efforts into the Aircraft Management Branch to a current total staffing of 191 personnel and an annual budget of over 2 million dollars.

So now you know who, what and why of the Aircraft Management Branch.

CESSNA MODEL 320

In the near future you may see this aircraft operating in various parts of the region. It looks like the Cessna Model 310F unless it is closely examined on the ground. The main external difference is the elimination of the square augmenter exhaust box on top of the wing for the exhaust system. A turbo super-charger has been installed and exhausts under the cowl. This turbo super-charger allows the engine rated power of 260 H. P. to be developed at altitudes up to 16,000 feet, which will increase the altitude capability of the airplane considerably. The prorotype of this airplane is expected to receive a provisional Type Certificate by the time this article appears in print. The provisional Type and Airworthiness Certificates will allow the manufacturer to obtain service test experience on the airplane prior to completion of the standard type certification tests. Service difficulties which he solves on the "provisional" airplane will reduce the difficulties which might be experienced on the later airplanes. When the Type Certificate is issued, which Cessna expects will be during July of this year, the provisional Type Certificate will expire.

Production airplanes will be in dealers hands a few months later.

Personnel

Mrs. Patsy Young, Clerk-Stenographer, is a welcome addition to the Airframe and Equipment Section.

Mrs. Betty J. Strength has reported for duty as a Clerk-Stenographer in the new FSDO #44 at Ypsilanti, Michigan. We are glad to welcome these two girls and hope they'll like us well enough to stay a long time.

Best of luck to Joy Woodcock, Clerk-

Stenographer in the Flight Test Section, who recently resigned to accept a position in a law office.

MARCH MEANS "MOVE" IN FLIGHT STANDARDS

Promotions and transfers make the news this month for ;Operations Branch personnel.

We are happy to announce that Mr. Clifford C. Skoog has officially reported to the Regional Office and will serve as Chief of the General Operations Section.

Mr. Lloyd N. Young, who for sometime has been Acting Chief of both the General Operations Section and Business Operations Section, will tend to his official duties as the Assistant Operations Branch Chief.

Mr. Walter F. Delear is scheduled to arrive in Kansas City to become the Chief of the Business Operations Section during this month.

Both Mr. Delear and Mr. Skoog are coming to Kansas City after tours of duty in the Washington office.

The Air Carrier FSDO at Minneapolis will have a roll change soon. Mr. Alexander S. Ward will soon move to Minneapolis from Washington to become the Principal Operations Inspector assigned to Northwest Airlines, replacing Mr. James T. Morse who is transferring to Washington, D. C.

Other transfers include Inspector John W. Johnston from North Platte FSDO (Gen) to Oklahoma City. Inspector James E. Purcell from Fargo, N. D. FSDO (Gen) to Washington, and Mr. Lester E Severance will replace Mr. Purcell. Mr. William L. Hawk has been selected andppromoted to a position in Region 4. Mr. Kenneth H. Goodsell of Region 1 will report soon to the Kansas City Regional Office and will serve as an Operations Specialist in the General Operations Section. Our congratulations and good wishes are extended to each of these Inspectors.

FSDO 3-35(AC), ST. LOUIS

It has been some time since we sent in a contribution for FLIGHT LINES and we would like to introduce our new personnel which we have acquired in FSDO 35 during the last six months:

Operations Inspector Andrew ("Mick") Ernst. He has come to us courtesy of the U.S. Naval Air Corps and has a soothing Southern accent. He has lots of bounce to the ounce and even these recurrent eight-inch snowfalls haven't seemed to chill his enthusiastic approach.

Operations Inspector Richard ("Dick") Hopkins. He came to us from Goodyear and has even more "bounce" - if possible - than "Mick". Was an ex-Marine pilot which explains all his other characteristics including an incredible cheerfulness in the fact of absolutely stupefying experiences. In Dick's first month on the job, he hurdled the following: (1) his TV "blew up", causing a big repair bill and untold anguish to his progeny; (2) his automatic washer broke down (substitute "wife" for last word of preceding sentence); (3) his wife and youngest daughter had to be hospitalized at the same time. Dick came through it all like a true Marine, with hardly a quiver of the lip. (Incidentally, our girls are crazy about Dick because he likes to type his own rough drafts.)

Maintenance Inspector John H. Freese. Mr. Freese is our gain and United Airlines' loss, and we do mean loss. He's a sort of Junior Gary Cooper and in spite of this, the men like him, too. John has taken all the minor discomforts of his office in stride (such as the leaking roof when the snow accumulated, and the intermittently operating fluorescent lighting fixture) and is a most welcome addition to our staff.

We are about to lose our very favorite "Deck" Crouse (E/E Inspector), who is transferring to Kansas City next week. Inspector Flavin will take his place.

Inspector Frank Hensel has been involved in a great deal of F-27 training, type-board conferences, meetings, etc., which have taken him from the East Coast to the Gulf Coast to the West Coast with occasional stop-overs at his office in St. Louis. Ozark is in the process of buying three more F-27's so all the training will be put to good use.

Speaking of Ozark, one incident which never got on a 304-A came to our attention today. Captain Harry ("Flight-horse") Lee Whipple and his F/O had to trap a bunch of frogs which had somehow managed to escape from their section in the Cargo to the passenger compartment. These frogs were extremely reluctant to give up their cabin accommodations and amidst the screams of the stewardess, croaked their displeasure. (All of this happened on the ground and no further action is deemed necessary except to suggest to the carrier that a paragraph be inserted in the appropriate part of their Manual specifying the correct frog-catching procedure. (It could be a safety factor - if the swooning lady passengers obstructed an emergency exit, for example.)

SCULL NAMED AS CONGRESSIONAL LIAISON OFFICER

Miles Scull, Jr., has been named Congressional Liaison Officer of the FAA by Administrator Halaby. In this capacity, Scull will keep Congress fully and factually informed of FAA policies and programs, including both progress and problems, expediting congressional inquiries and maintaining other necessary liaison services. Mr. Scull comes to the FAA from a position as staff member of the U. S. Senate Committee on Government Operations. He also served during the 85th Congress as Staff Director of the Senate's Subcommittee on Reorganization.

SECOND EDITION OF AVIATION NEWS OUT TO THE FIELD

The second issue of AVIATION NEWS, the new publication issued from Washington by the Office of Public Affairs, was sent out to the field during the third week of March.

Designed to tell what is going on in the FAA and especially in the field of general aviation, the second issue of the new periodical contained items of interest to pilots including such features as news about Project AIR SHARE, a series of conferences in each rebion designed to hear ideas of pilots and to obtain their reactions to agency proposals.

Facts concerning color vision requirements for pilots tests were reported on in the issue as was a new list of FAA publications and how to obtain them.

Additional uncontrolled airspace for the VFR pilots is also reported in AVIATION NEWS. Crop dusters (or aerial applicators if you wish) are told of studies under way to determine what, if any other, regulations are needed for this variety of flying.

Announcement of the appointment of Najeeb E. Halaby as Administrator of the FAA is also included in the issue of AVIATION NEWS together with a most complete resume of his background and experience which qualified Mr. Halaby for this appoint ment by President Kennedy.

Distribution of AVIATION NEWS is aimed to the general aviation public and is widely circulated through Flight Standards general safety and air carrier offices and in addition, through ATM's flight service stations.

WATCH FOR THIS

Rockford Tower Chief Richard Smolla advises us that the control tower and the Greater Rockford Airport are to be featured in the May issue of FLYING magazine.

This month the Maintenance Branch of F&M has shown us a side of its work that will prove most interesting in the following article titled, "The Unending Struggle."

This article is the first of a new series that F&M will feature each month to tell our story to others in the FAA. Next month the Materiel Branch will sound off, and we will all learn a great deal about our new brother in the F&M family.

These feature articles are commended to your attention and will be directed toward any questions that people may have concerning our operations. We will maintain an "Askit Basket" in the Division Office of F&M and invite your questions so we can answer them through FLIGHT LINES the following month.

Of interest to many of you are some recent assignments in F&M, and we are listing those made during the last month for your information.

Wm. C. Knoepfle, Chief, Airports Branch
N. F. Barritt, Chief, Maintenance Branch
L. B. Kent, Chief, Administrative Staff
Kenneth P. Rankin, Chief, Real Estate & Utilities Section
Glen C. Kimsey, Chief, Procurement Section
T. V. Burr, Chief, Property Operations Section
Frank E. Maxey, Chief, Contract and Orders Unit
Vincent P. Wilane, Frequency Management Staff Officer
Lowell McDysan, Chief, Construction Unit
Martin C. Noteboom, Special Projects Officer, Program Staff Section

From the above listing you can see that our ranks are closing up rapidly and we are fast gaining the organization structurally that is needed for accomplishing our goals. The Program Requirements for the next fiscal year and the Budget Estimate for the following year are now under development in each Branch, and at this time each year we get a little glassy-eyed, what with looking over our past records of expenditures in some 80 different categories, and what with Project Straightline entering and leaving the picture during some of our preliminary Budget thinking.

The status of Project Straightline has been a popular item for discussion lately, and we are now in another "suspense" period pending some further study. Three meetings in Washington have been scheduled and canceled for me during the month of March, and now a meeting is most probable for mid-April when more information should be forthcoming and can be passed on.

February was a month of being saddled to the desk in Kansas City, and March is proving to be about the same. However, our visits to the field for familiarization with new faces will be started again, and you can expect to see N-136 drop in from time to time to visit with you and learn of your problems and how they can be met.

Clyde W. Pace Jr.

THE UNENDING STRUGGLE

Accompanying the recent increase in the number and complexity of FAA Airway facilities, there has been an accompanying need for additional technical personnel to be used for the maintenance and in-service

improvement of these aids to air navigation. This service is the responsibility of Facilities & Materiel's Maintenance Branch.

The Maintenance Branch budget for fiscal year 1951 provided for a total of 265 Maintenance positions; the 1956 fiscal year budget provided for 394 positions; and the current budget provides for 1389 positions. This represents a 525% increase in Maintenance personnel during the last ten years. A study of the record reveals that due to improved techniques, training and employee competence, the increase in personnel has not been in direct proportion to the increase in system numbers and complexity.

Although our rate of growth may have passed its peak, there is going to be an ever increasing need for more technically and administratively competent Maintenance people. This need will exist as long as the use of electronics continues to expand and automation continues to offer answers to the vast problems of air traffic control.

The following situation is representative of the typical Region Three Airways Technical Field Office.

Situated in the heart of the Wabash Valley, Hulman Field, home of the Terre Haute Airways Technical Field Office (ATFO #87), is a beehive of activity. Following the construction of a new administration building, both commercial and Federal Aviation Agency facilities have grown at a remarkable pace. In the beginning, Federal Services consisted of a Communications Station and a Low Frequency Range. In those earlier days of flight, this was considered satisfactory. As time and aviation progressed, it became evident that better and more efficient means of flight assistance and navigation had to be incorporated. With this in mind, new facilities were installed and are still being installed to keep abreast of the growing responsibility of the FEDERAL AVIATION AGENCY.

At the present time ATFO #87 has in its care: one Air Traffic Control Tower, one Flight Service Station, three VHF Omni Ranges, two Distance Measuring Equipments (non standard), one TACAN Beacon, and one Broadcast Homer. Within the next two years, another TACAN unit and an Instrument Landing System will be installed and commissioned. Maintaining these services and associated units is the prime aim and responsibility of the Terre Haute Airways Technical Field Office.

With the advent of new and more complex systems and types of equipment, it becomes evident that the Electronic Specialist's training is an ever important tool in his capability to cope with the engineering and technical problems he will encounter. To this end, home study and the Aeronautical Center at Oklahoma City, with its large facilities and dedicated instructors, offer immeasurable assistance in keeping electronics personnel informed and up to date on the latest developments in the electronic field. The screwdriver and tube-changing technician has become a thing of the past.

"The best laid plans of mice and men..." and so the story goes! New FAA equipment is usually installed by electronic installation personnel who are brought in for that specific purpose. After the installation is complete and the equipment accepted for Maintenance through completion of a joint inspection, an air of tension falls upon the ATFO because now the shake-down period begins. During the war, unexplained occurrences were accredited to "gremlins". When the war ceased, these beasties of unpredictable behavious seem to have adopted (at least in part) the Federal Aviation Agency! They have habitually descended upon and attached newly installed equipment with a fervency and zeal that

would have made the most professional and ardent Roman Gladiator jealous. ATFO #87 has not escaped these intrusions into domestic tranquility.

During the initial shake-down period of the Scotland, Indiana, TACAN, it became quite evident that the Monitoring Equipment could not be trusted without the trained hand of a 24-hour a day baby sitter. Now this is carrying the Maintenance flag a little too far when you consider the fact that the Scotland, Indiana TACAN unit is located some 65 miles from ATFO headquarters, and the fact that some technicians' families have developed the nasty habit of expecting the "head of the family" to make an occasional appearance in the confines of the home walls. A modified system of trouble shooting, and circuit analysis, finally paid off. It seems that during the course of factory wiring, a wire feeding a very important heater oven circuit was shunted off to a very unimportant terminal. A slight adjustment of wire direction squelched this gremlin which has since offered no more resistance or back talk.

Another attack which was leveled at the TACAN, and is still flaring up with minor vengeance, is a leaking TACAN antenna shelter. When the attack was first noticed, inclement weather had settled on the lands. Rain and cold were the order of the day. Upon entering the equipment room proper, it was noted that water, in large volume, had penetrated the inner sanctum and was in general "messing up the place." Inspection of the floor of the antenna shelter showed some three inches of the H_2O sloshing about. Nothing to do but shinny up the TACAN dome, caulking gun in hand, and lay a caulk bead into every crack or opening that came into view. Now this in itself is not outstanding, but take into consideration that rain was pouring down hard, the temperature was miserably low, and the wind offering maximum assistance by blowing at 30 to 40 MPH. In the meantime you're standing on an extension ladder lashed to a very slippery and uncooperative fiber glass dome some 50 feet in the air.

As stated, the gremlins are still active but their efforts have been minimized to the extent that a mere trickle of rain is evidenced in the dome during the hardest downpour.

The remarks thus far have only reflected mishaps associated with TACAN equipment; however, all NAVAIDS come under this negative influence. Take, for instance, the VHF Omni Range. This unit is designed to give a pilot azimuth information anywhere within 360 degrees of the facility and at a reasonable distance while at a reasonable altitude. Any real or apparent shift of a radial more than one degree from an established reference line is an absolute cause for maintenance action. Some troubles of this nature can be traced to a faulty vacuum tube, in which case the facility outage time is kept to a minimum. In other cases much more extensive and involved trouble shooting is required. It is then that the Electronic Specialist's technical background and training really come into play.

To cite a trouble of this sort - an apparent course shift of the Lewis, Indiana VOR was encountered by aircraft although all ground equipment meter readings and power output requirements measured normal. Trouble was eventually traced through use of ground check techniques, to one of of the RF coaxial lines, feeding power energy to the antenna system. The trouble was found to be caused by a minute particle of silver plating which had flaked from a coaxial fitting and caused a 45 million ohm coaxial cable leakage. Since this particle was loose in the connector, this leakage would come and go depending on vibration the cable received through the building frame.

FAA Electronics Maintenance personnel have progressed to a fully professional status through a process of progressive experience, training and dedication. It is only through the dedication and perseverance of responsible Maintenance Branch Personnel that Airway Aids are maintained in a manner such as to assure the flying public that their "roadways", signs and communications media are dependable and accurate. Much progress has been and is being made to eliminate attacks by gremlins and to render facilities even more accurate and reliable. As long as Electronics remains a means to an end, formal and on-the-job training must and will continue. It is unfortunate that Maintenance troubles will never reach a state of deficiency. We prefer to feel, however, that the ultimate answer to the question, "How many troubles did you have?", may some time be,"We had quite a few and then were were none."

END OF THE LINE

On Wednesday, March 8, 1961, Elmer T. Birchfield (Birch), the most senior employee in our Maintenance Branch, completed his last day of official duty with the FAA and as the Supervisor of Airways Technical District Office #8, St. Louis, Mo.

Birch began his civil service career on October 3, 1928, as an Airways Radio Operator at North Platte, Nebraska. In June of 1938 he transferred from Nashville Tennessee, to a Radio Engineering position in Kansas City. Birch was a part of the nucleus which in that year started what is now known as the Third Regional Office.

Up until that time he had served both as a Radio Operator, Radio Electrician, and Radio Engineer at locations extending from Bellefonte, Pa., to Albuquerque and from Cheyenne to Nashville, Tenn. After his transfer to Kansas City, Birch worked in both establishment and maintenace work

From the looks of things retirement must be more fun than working, as indicated by this gay group. George Benzon (left), Assistant Chief of F&M, and John A. Hargrave join in the fun as Mr. and Mrs. Birchfield appear to be really enjoying themselves.

and in the capacity of Radio Engineer, Maintenance Inspector, District Inspector, and Airways Technical District Supervisor.

A dinner was held in Birch's honor at the St. Louis Air National Guard Officers' Club Wednesday, March 8. The dinner was attended by approximately 90 of his friends and working associates. On that date he completed his illustrious and devoted career of 38 years and 9 months in U. S. Government service. Birch's enthusiasm, zeal and energy will be sorely missed by the entire Branch. May he thoroughly enjoy his new Florida home, boat, and new way of life.

To honor Mr. William C. Knoepfle on his promotion to Chief of Airports Branch and to say goodbye to him as our District Airport Engineer, the gang turned out in full force at the Fort Snelling Officers' Club, Sunday, February 26.

Aviation people with whom Bill has worked in St. Paul these past years turned out to pay homage, including engineers,

architects, consultants, airport managers, members of commissions, as well as members of the District Office.

A social hour was held before dinner which afforded everyone an opportunity to pay respects to Bill and his wife and to become acquainted with each other and the wives.

After dinner there was a program, MC'd by Art Carlson of the District Office, who did a stupendous job of introducing each guest and amazed all by remembering facts, faces, and amusing tidbits. Words of wit and wisdom flowed from Mr. Dale MacIver, Commissioner of the Minnesota Department of Aeronautics; Mr. H. G. Kuitu, Executive Director of the Minneapolis-St. Paul Metropolitan Airports Commission; Mr. M. C. Solberg, Chief Engineer of the Minnesota Department of Aeronautics; Mr. Don Swenson, Airport Manager of the new Rochester Airport (whose airport Bill started almost from scratch); Mr. Earl Olson, Airport Manager of the Duluth Airport; Mr. Joseph Parmer, Airport Manager of Fargo Airport (he came the farthest); Mr. S. H. Buttz, City Attorney of Alexandria, Minn.; and Mr. Ray Glumack Minnesota Airmotive.

Mrs. Knoepfle was presented with a dozen roses and a few words spoken for the woman behind the man (which drew a suspicious dampness to her eyes).

Bill was "flabbergasted" (as he put it) when Ed Vie presented as a token and remembrance from all of us a bench saw, stand, and motor to establish his workshop in his new home in Kansas City.

We are sorry to see Bill go, but happy that he is moving upward in FAA's ranks.

Here's a neat switch!

Braithwaite shows Higgason the Radar antenna shelter at Pittsburg, Kansas, during a field trip in January when Higgy came back from terminal leave for a day to see what was going on.

Looking on are E. W. Anderson (FM-3410) and Bill Harmon, Chief Engineer of KOAM-TV, who use the Radar for local weather transmissions. As a part of their public service program they focus the TV camera on the 5" scope that pi cks up the weather and then broadcast the picture over the air. A popular program locally because of their location in "Tornado Alley," they report good viewer response fo the program, and it looks like an idea that should spread.

Bill and Mrs. Knoepfle caught by the cameraman at their farewell party before moving to the R. O. ⟹

Nelson F. Barritt Chief, Maintenance Branch, FM

Mr. Nelson F. Barritt, who has recently been appointed Chief, Maintenance Branch, FM-3100, is now on duty in the Regional Office. He comes to us with a wealth of experience, having been with the FAA approximately 30 years. He began his career with the FAA at Fort Worth, Texas, in 1931.

His service since that date includes about equal time in the field and the Washington Office. The field duties consisted of maintenance work and as an instructor at the Signals Training Center which is now the Aeronautical Center at Oklahoma City.

His fifteen years of service in the Washington Office consisted of liaison and coordination work with the Bell System and other serving companies, design and procurement of communication systems, preparation of maintenance manuals and evaluation of the field maintenance activity. In 1959 he was awarded a distinguished service certificate by the FAA for sustained superior performance.

He has taken courses in Link Trainer, ILS, VOR, DME and Communications equipment including Computers. He was Vice Chairman of the Dallas-Fort Worth Section of IRE in 1943 and is a former President of Monument Toastmasters Club No. 898, Washington, D. C.

Prior to his new assignment he held the position of Chief, Communications Maintenance Evaluation Section, in the Bureau of Facilities and Materiel, Washington Office.

Mr. Barritt's hobbies are gardening and sports. In the sports line he is particularly interested in football.

Henry E. Nauert receiving his diploma from Charles D. Brown, President of MB. This makes Henry a vibration expert!

VIBRATION EXPERT

Harry Nauert, dynamics specialist in our airframe section is a full fledged expert in vibration, in case any of you have a problem in that area. In spite of difficulties encountered with deep snow, slow trains, and airline strikes, Henry charged ahead for New Haven, Conn. to attend the ten-day Complex Vibration Practice course sponsored by the MB Electronics, a Division of Textron Electronics, Inc.

According to Nauert, the course was most informative and provided the latest technical know-how needed to get the most effective use from a vibration test system.

FAA ASKS VIEWS ON COMPULSORY (DME) DISTANCE MEASURING EQUIPMENT

A conference has been called to discuss the feasibility of requiring Distance Measuring Equipment on all aircraft flying on instruments in crowded areas. The need for immediate or progressive requirement of DME on all high speed aircraft and on all other aircraft operating under IFR in high density areas will be the principal subject for discussion.

PERSONNEL HI-LITES

Disability retirement and compensation from BEC can be drawn at the same time if the employee is receiving scheduled disability payments or is being furnished medical services under the Federal Employees Compensation Act. (Scheduled disability payments are for permanent loss of a member of the body payable for a given number of weeks.)

Right under retirement is not affected by lump-sum benefit under Federal Employees Compensation, unless disability retirement is payable on account of some disability for which compensation has been paid. If so, an annuitant must refund to BEC as much compensation as has been paid for any period extending beyond the effective date of annuity.

PARTICIPATION IN FUNERAL SERVICES

Some employees have raised the question as to whether or not they can be granted excused absence when asked to be pallbearers at funerals. Standard Practice 3686 is rather specific on this point. Every employee ought to review this Standard Practice and be guided by it.

ACCEPTANCE OF APPLICATIONS FOR CIVIL SERVICE EXAMINATIONS THAT HAVE BEEN CLOSED OR SUSPENDED

You must continue to accept applications for Construction and Maintenance Mechanic, Air Traffic Control Specialists, Electro-Mechanical Technician, Electronic Technician, and Telegraphic-Typewriter Operator Civil Service examinations from anyone in the following categories:

1. Persons claiming 10-point veterans' preference.

2. Members of the Armed Forces on active duty may apply within 60 days of discharge.

3. Honorably discharged veterans may apply within 120 days after date of discharge.

WHAT TO DO ABOUT THE GRAPEVINE

The most important grapevine characteristic is that the manager cannot suppress or abolish it. He cannot chop down the grapevine. Never was there a better place for the old adage: "If you can't beat 'em join 'em."

An unfortunate tendency among the majority of managers is to be impatient with grapevine rumors. They are equally impatient with people they know are involved in the grapevine. They fail to realize that the manager has probably done more to generate the rumors than the participants. How? By doing less - less formal communicating than he should have. His people simply seek to fill the void. . . . .

The simple fact is that communication really isn't difficult. Any grammar school graduate can understand its simple definition: Communication is the passing of information and understanding from one person to another. Information by itself is not communication. The waste of data and talk and the time spent in industry in passing information which is not understood, and therefore worthless, is beyond conception.

There are many things any manager at any level can do to improve formal employee communications. Here are some of them:

Get yourself informed when possible. If your personnel cannot expect answers from you, where can they go? If you can't tell them, try to find out - but admit at once that you don't know. . . .

Develop the aggressive willingness to communicate. . . . The effective manager tries to give his employees all the information they think they need. They must feel informed.

Establish a reputation for sincerity and truthfulness. . . . Confidence is especially important in communication downward to workers because of their natural tendency to wonder whether they are getting the whole story, and to doubt management's motives.

Keep employees informed of managerial action which will affect them. . . . A person dislikes learning about a change after it has happened. He feels that he does not count as an individual.

Get the grapevine on your side. . . . Which influence it is, depends upon the manager. If he has the support of the informal organization, if he is a reliable source of information, and if he shows a genuine interest in communication, the grapevine will probably support him.

Establish communication procedures. Procedure is a way of doing something. When that way is established, less conscious effort is required to direct it, and participants feel more secure.

A question has been asked as to whether an employee could be promoted from GS-11 to GS-12 without serving a year at GS-11 merely because he qualified on a Civil Service Register of Eligibles. The answer must be "yes" and 'no".

Now let's clear up the confusion that last remark may have caused. There is a law, commonly called the Whitten Amendment, which limits the rate of employee promotion. Normally, the employee above would have to serve one year at GS-11 before he could be promoted to GS-12. However, if his name is certified by a Board of Civil Service Examiners for a GS-12 grade, he may be promoted earlier. There are two "ifs" here. One- if the Agency desires (it doesn't have to, especially if the employee's quality of work is questionable). Secondly- it can't even if it wishes to do so if the employee cannot be selected in the normal order of selection, i.e., be one of the three top eligibles on the certificate in question.

So you can see that merely qualifying does not automatically ensure "promotion" of the employee. He must be within reach and he must be selected. His selection removes him from the one year requirement category. The authority for the promotion is not the normal Civil Service Commission authority but rather the fact that he was reached and selected from a certificate of eligibles.

SUGGESTIONS APPROVED BY WASHINGTON

Suggestion No. 71677 - Jack O. Brazee - ATCS, Joliet, Ill. Award of $50.00
Concerns - Preparation of Notice to Airment information for Transcribed Weather Broadcasts.

Suggestions Nos. 42296 and 42298 - Harry A. Pollock - Plant and Structures Section, KC-678, Regional Office Region Three. Award of $50.00.
No. 42296 concerns - Daily exerciser on consolidated diesel engine-generators.
No. 42298, concerns - Modification of 48 hour cycle time of the Warner-Swasey Duplex Engine Generators.

Suggestion No. 26327 - George S. DePuew- Flight Standards Field Division No. 3, Aircraft Management Branch, South St. Paul,

Minnesota. Award of $15.00.

Concerns - Revision of the Maintenance and Operation Manual, Section 4500.

Suggestion No. 21631 - Howard M. Baker - ATFO #78, Salina, Kansas. Award of $25.00.

Concerns - The addition of two resistors to each of the gain control circuits of the CA-1611 Carrier Modulator Driver.

Milwaukee, Wisconsin, MANAGEMENT CLASS, 2/13-2/17/61. Back row, left to right: Larry Madsen, Frederick Lueneburg, Joseph Suec, Daniel Beyersdorf, Edward Kelly: Front row, left to right: Glen Piper, Lester Sharon, Roy Williams, Philip Stepanski and Earl Wenzel.

Milwaukee, Wisconsin, WRITING COURSE 2/13-2/17/61. Back row, left to right: Edgar Grebe, Philip Krinsky, Robert Evans, Robert Baker, V. Guokas, Martin Erschnig, Harold Snow: Front row, left to right: Dorothy Marek, Kathy Martin, John Duffey, Francis Rehrauer and Richard Achatz.

Continued from page 13.

building cost. Civil defense booklets on how to build a home shelter are available through the Emergency Readiness Office, RM-360.

In the next issue we'll talk about the effect of radiation on food and water.

RADIOLOGICAL MONITOR CLASSES BEING HELD

An intensive program of radiological monitor training got off to a good start in Kansas City on February 27 when 32 employees from ATM, FS, and FM, reported to the Army Reserve Armory for the first of a series of such classes to be held in the Region.

Classes are to be held in Minneapolis, Chicago, and Indianapolis, followed by additional classes in Kansas City. The 300 monitors trained in these classes, added to the 300 previously trained, will provide a nucleus for the radiological defense (RADEF) teams for each field office and facility.

Radiological detection instruments and associated material have already been issued to ATM facilities. Other offices will be supplied as the instruments are purchased by each Bureau as funds become available.

BOWLING ALONG

Homer Weatherford, ACTFO chief at Joliet, Ill., reports that an FAA team made up of Joliet ATFO and FSS personnel racked up a total of 2668 pins against a Chicago ARTCC team which scored a second best 2456 pins. There'll be a return match soon.

NEWS FROM WASHINGTON

NEW PRIVATE PILOT EXAM GUIDE

Designed to assist applicants for private pilot certificates, a new publication, developed by the Bureau of Flight Standards, assists the student in preparation for the maneuvers, routine and emergency operations and flight planning on which the private pilot is examined. The pocket sized 14 page booklet includes correct info on every possible requirement in the private pilot flight test and is available from the Government Printing Office, Washington, D. C., for the huge sum of 10¢.

FLIGHT RESTRICTIONS OVER ACCIDENT SITES CONSIDERED

The FAA is considering regulatory action to restrict sightseeing and itinerant aircraft from operating in the immediate vicinity of aircraft accident sites.

According to the FAA, such sightseeing over scenes of an accident pose serious threats to air safety and have, in some cases, hampered air evacuation and other necessary operations.

POSSIBLE CHANGE IN MAINTENANCE STANDARDS RULES

A new method of issuing maintenance standards for all civil aircraft is proposed by the Bureau of Flight Standards of the FAA. This new proposed method of setting forward minimum standards for maintenance of civil aircraft would differ from the present system in that it is intended to establish minimum standards governing the end product of maintenance instead of prescribing methods, techniques, and procedures for accomplishing the maintenance.

NEW CHIEF OF FAA RESEARCH AND DEVELOPMENT BUREAU TEST AND EXPERIMENTATION DIVISION ANNOUNCED

Colonel Aldro Lingard, Air Force career officer, has been appointed Chief of the Test and Experimentation Division of the FAA Bureau of Research and Development. Colonel Lingard, on a tour of duty with the FAA, has been acting chief for nearly eight months.

Project AIR SHARE

Regional conferences sponsored by FAA to hear the ideas of pilots and obtain their reactions to Agency proposals are planned for several cities across the country.

The AIR SHARE conferences are part of a policy outlined by Oscar Bakke, Director of the Bureau of Flight Standards, to brief aviation groups on matters under active consideration and to elicit grass-root opinions concerning proposed regulatory actions.

The meeting in Region 3 is scheduled for April 19 in Springfield, Illinois. Those in the other regions will be held in Santa Monica, California, Atlantic City, N.J., and Jackson, Mississippi.

The meetings will also feature a discussion of FAA aids to business and private fliers, including the new VFR flight following service.

FLIGHT STANDARDS TO HAVE NEW OFFICES IN DETROIT

Construction began this month for a new district office building at Willow Run Airport, Detroit, to house FAA's General Aviation and Air Carrier offices in that district.

The 5100 square foot structure located on the University of Michigan's Willow Run Airport and built by the University is the first building of this sort to be constructed primarily to house FAA facilities of this sort.

Scheduled for occupancy this summer, the building will include 20 private offices, three secretarial offices, an examination room, lobby and other essential space.

WHEN EDITORS GET TOGETHER

When three Public Affairs Officers get together it is natural to begin comparing notes 'n stuff, and even regional publications. Here we see our own Region's Marshall Benedict with a copy of FLIGHT LINES; Region 4's Gene Kropf with their OMNIVOICE; and the Aeronautical Center's Mark Weaver with their BEACON.

"SECURITY" WHAT DOES IT MEAN

We generally think in terms of Personal Security such as job or social security which gives us and our families the protection of food, clothing, and shelter.

What about another form of security - "National Security" - the making safe of our form of Government, of our philosophy of life. The accomplishment of National security includes many actions and takes the combined efforts of all citizens whether in the Government service, in industry, or in the professions. Without this, our personal security would be in jeopardy.

Each and every FAA employee has the personal responsibility to "Safeguard Classified Information" originated by or furnished to the Agency. This is your responsibility - not the Regional Security Officer's. He can only interpret the rules and regulations, establish guides and standards for all of us to follow and assist everyone in making the FAA security program effective.

In order to accomplish our part in rendering assistance to you, we are in the process of bringing all guides and regulations up to date and will get them to you as soon as they are ready. In the meantime, the "Security Regulations" booklet, issued in December, 1953, is the guide to follow. In addition, follow three basic rules of security: (1) DO NOT disclose classified information to anyone unless you assure yourself he has an appropriate security clearance; (2) assure yourself that the individual who desires the information has a "need to know" - which is the need to know the information in order that he will be able to successfully perform his job; and (3) to assure yourself that he has the means to properly safeguard the information, including an approved repository in which classified documents may be stored.

From time to time articles on some phase of security will appear in FLIGHT LINES. In order that the information published may help to clarify the things that concern you the most, your suggestions will be appreciated. Please feel free to contact the Regional Security Office - RM-315 - telephone, extension 409, any time you have a question. If we don't have the answer, we will get it for you.

ON THE AIR

Raymond Kerwin, Chief of the CS/T at Flint and others from the facility, including Philip Group and Lawrence Davis, have been busy telling the story of the FAA at pilot meetings and on the local TV station WTAC. This is excellent community relations and we hope that other stations will copy the idea.

FEDERAL AVIATION AGENCY

Washington 25, D.C.

OFFICE OF
THE ADMINISTRATOR

March 3, 1961

DEAR FELLOW AIRMAN:

Today, in President Kennedy's office, I was sworn in as Administrator of the Federal Aviation Agency. As one of my first steps, I want to express, through this informal letter, my interest in you and our common role in the future of aviation. We should consider two ideas together: first, the FAA is an organization dedicated to serving the aviation needs of the entire Nation and all of its citizens; second, the responsibilities inherent in aviation fall not only upon those of us who serve in government, but upon you as a member of the aviation community. We must work toward law and order as well as for freedom and enjoyment in the air.

I want to assure you that I will do my best to see that the FAA fulfills its obligations to you and to the public as prescribed by the President, the Congress, and the courts. In doing this, I urge you to join me in a cooperative effort of sharing ideas. I will welcome, and every FAA employee should welcome, your suggestions as to how we can better serve the particular phase of aviation in which you are interested. I would like to urge that you give thought to the ways in which you feel we can cooperate. New methods of serving our common cause can and will be discovered. Give us your ideas, not just your gripes. In anticipation of a generous response to this request, it will not be possible to acknowledge personally every letter; however, I assure you that every suggestion and idea will receive thoughtful review and careful consideration.

During the coming weeks I will announce some specific methods through which I hope to see more effective participation by the aviation community in the activities of the FAA. As these develop, I trust that I may count on your vigorous and productive assistance. In turn, I shall do my best to insure that all interested persons are kept fully informed of our plans and our problems.

To paraphrase President Kennedy's statement, I am hopeful that you will be alert to ways in which you can serve aviation, rather than simply the way aviation can serve you. With such an approach, the understanding and cooperation essential to continuing aviation progress will be assured.

Sincerely,

N. E. HALABY
Administrator