

# ***FLIGHT LINES***

FEDERAL AVIATION AGENCY-CENTRAL REGION



NOVEMBER 1961

JOHN M. BEARDSLEE  
ASSISTANT ADMINISTRATOR



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## \*ON THE COVER\*

JOHN M. BEARDSLEE  
Central Region's New  
Assistant Administrator

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K. D. Mackenzie  
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Birch J. Doran

Aviation Medical Division  
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Betty Vogel

## ONE FAA

The Administrator implemented his policy of FAA decentralization in the Central Region as of November 15, 1961. Previously, the plan has been effected in the Eastern, Southern, Southwest and Western Regions. Under the new concept, all divisions within the region report directly to the Regional Assistant Administrator. The Washington Office will be responsible for policy, planning, program guidance, and evaluation. Control by the Washington Office will be exercised through the Regional Assistant Administrator.

It is Mr. Halaby's thinking that this will permit those responsible in Washington to concentrate on high level decision making, policy and evaluation. This will leave the "actual doing" job for field personnel with operational decision making delegated to the maximum extent possible. It is felt that this is necessary because of the tremendous expansion FAA has experienced and because the very nature of aviation today requires immediate action. Field personnel must be in a position to respond to problems with a minimum of delay. Referral to higher headquarters of items which can be adequately handled at the various operating levels will be reduced to a minimum.

While the Central Region is now included in the decentralized plan, it will take considerable time before actual steps can be taken to delegate specific functions from the Regional Office to the field level. This plan places much more responsibility on field personnel, both in the Regional Office and at facility and district office locations.

FAA has one over-riding objective - to attain the highest degree of safety while at the same time carrying out its Congressional mandate to foster and encourage the development of aviation. It should be obvious that since we all have one objective, we must work together as a team to accomplish it. The new organizational concept will fail completely if we do not recognize this. We must realize that no one organizational segment is any more important than another. We must be constantly aware of how individual or group actions or decisions are related to others. We must approach problems on the basis of asking ourselves what is the effect of what I am doing on other segments of FAA. We must so coordinate our work that we resolve one FAA position to present to those with whom we work in the public or aviation industry. This applies equally within the region and between the regions and Washington. We might compare ourselves to a missile wherein the failure of even the smallest part may cancel the successful functioning of major units, thereby resulting in the failure of the project.

The decentralized concept requires to an even greater degree that we be "BIG" in our thinking - that we must not be nearly as concerned with our personal prerogatives as we are with having the best possible job accomplished through our combined efforts. If we all do this, there will naturally be just "ONE FAA" and the Central Region will have done its part in making the Agency plan of decentralization work. Mr. Halaby has the confidence that we can do an even better job in the Central Region through a decentralized organization. By working as one FAA we can justify this confidence.

On the personal side, I have known Mr. Beardslee for many years. I feel extremely fortunate to be able to work with him in his new position and I am sure you will all share this feeling as you have an opportunity to meet and work with him. I am sure, too, that his broad experience and guidance will make it easier for us to accomplish the goal which Mr. Halaby has set for all of us.

# JOHN M. BEARDSLEE

## APPOINTED ASSISTANT ADMINISTRATOR



John M. Beardslee, formerly Regional Manager for the Hawaiian Region, has been named by Administrator Halaby to the post of Assistant Administrator for our Central Region. Announcement of this appointment was made by Mr. Halaby at the Program Status and Evaluation Conference at the Aeronautical Center, November 13th.

At the same time Mr. Halaby announced the appointment of Henry L. Newman, our former Regional Manager, as Central Region Deputy Assistant Administrator.

Beardslee will report to the Kansas City Regional Office for duty in January, while Newman's appointment is effective immediately.

Also announced at the same time was the appointment of Robert L. Gale as Assistant Administrator for the Hawaiian Region. Gale is presently Chief of the Regulations and Procedures Division, ATS, Washington.

He will report for duty in Honolulu in January.

In making these appointments Halaby is implementing his announced plan of shifting operating management from Washington to the field level, while following closely the policy and program planning of Washington headquarters.

Essentially this change places responsibility for total FAA functions in the 11 states covered by the Central Region with Beardslee and Newman answerable directly to Administrator Halaby, as opposed to the previous regional organization in which the bulk of authority and responsibility was held at the Washington level.

Beardslee, now Regional Manager of the Hawaiian Region, has been with the FAA and predecessor agencies since 1928, starting as a Junior Civil Engineer in the Airways Division of the Department of Commerce. In February, 1954 he became the

Left to right: Assistant Administrator John M. Beardslee, Deputy Administrator for Administration Alan Dean, and Deputy Assistant Administrator Henry L. Newman



former Civil Aeronautics Administration's Assistant Administrator for Program Operations, a post he held until September, 1956. During his Washington headquarters tour, Beardslee served as Director of the Office of Federal Airways. He also was the FAA member of the Radio Technical Committee for Aeronautics (RTCA) Executive Committee and a member of the Air Coordination Committee Air Navigation Panel and in addition, held other responsible positions as official FAA representative. In 1956 he was named Regional Administrator, and later Regional Manager, of the Hawaiian Region.

Beardslee is a native of Washington, D. C. and holds a Civil Engineering degree from Michigan State College.

Henry L. Newman began his government career with the Department of the Interior in 1936. 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. Newman became a private pilot in 1942.

He joined the CAA in 1946 and after a short tour in Washington, accepted a position as Executive Assistant in the Agency's Alaskan Regional Office. In 1955 he became Deputy Regional Administrator of the Alaskan Region and in 1956 moved to the New York Regional Office as Assistant Regional Administrator.

Newman moved to the Kansas City Regional Office in 1958 as Assistant Regional Manager and became Regional Manager in September 1960, a post he has held until now. His appointment to his new position of increased responsibility as Deputy Assistant Administrator is effective immediately.

Newman is a native of Akron, New York and holds a B. S. degree from Middlebury College in Vermont and an M. B. A. degree from the Harvard Graduate School of Business Administration. He is married, has



Mr. and Mrs. John M. Beardsley

three children, and lives at 3010 W. 83rd Street, Leawood, Kansas.

He is a member of the American Society of Public Administration, Kiwanis International, Wings Club and Air Service 501 New York American Legion.

Until Mr. Beardslee reports for duty in January "Hank" Newman has been designated as Acting Assistant Administrator.

#### UNITED FUND GIVING

Once again, all of us in FAA are being afforded the opportunity of sharing with those less fortunate than we and to demonstrate our concern for the well-being of our fellow man. While reports have not been received from field installations, it is hoped that all understand the need for "United" giving and its benefits and that each gives to the extent commensurate with his ability. All facilities and offices have a responsibility for working with local United Fund organizations to the maximum extent possible in the conduct of the Fund drive.

In the Kansas City Area, where the United Fund Drive has been completed, we

Continued on page 26.

# SAFETY THROUGH SURVEILLANCE

## or

# WHAT TO DO ON A WEEK END

The term surveillance can mean many things to many people. Webster defines it as "to watch over; close supervision; close watch."

To our FAA inspectors assigned to the Flight Standards General offices the above description properly covers that area of their responsibility. This month's **FLIGHT LINES** feature deals with but one phase of this responsibility - that of week end surveillance.

From a rather technical standpoint, surveillance applies to observation of airmen doing or agency activities and facilities or perhaps to the condition of aircraft not specifically required as an original inspection or re-inspection by CAR's or CAM's.

From a practical standpoint the objective of the week end surveillance program is to secure compliance with safety standards pertaining to general aviation in all areas. Since Safety is the prime business of this Agency, a program of this sort designed to increase safety is most worthwhile. And since safety applies equally in operations and maintenance, both segments are under scrutiny.

Pre-planned scheduling in each of the 17 District Offices results in an inspector devoting Saturday or Sunday to visits to airports within the area to check on safe operations. Often using an airplane, the inspector drops in on airports where there is expected to be some degree of flying activity. Special events such as fly-ins, flying meets, college

football games, etc., are likely places for such visits. Since the desire of the inspectors is to reach as many pilots who fly only on week ends, taking advantage of such gatherings helps accomplish the goal. Contrary to a few people's opinions, inspectors are not interested in how many violations they can observe, but rather how many lives they can save.

Inspectors on surveillance have been instructed to utilize their time to the fullest extent in checking airman credentials and aircraft papers and to use discretion, trying not to disrupt "business as usual." Week end surveillance has been effective as evidenced by a noticeable decrease in the number of violations noted since the program was initiated. The fact that the



Week End Surveillance at Its Best. Pilots Mrs. Mary Ann Noah and Mrs. Ruth Stafford met on arrival at the Airport by Supervising Inspector Paul Cannom.

surveillance program has been accepted without opposition is attributed to the manner in which it is performed. Rather than a "cops and robbers" attitude, the inspectors have turned this program into one of information and education, knowing that any conscientious pilot is basically interested in a safe operation, not only for himself and his passengers, but also for those around him.

A typical week end surveillance itinerary begins on arrival at the airport with a call

might escape the notice of many pilots, in spite of the fact that such notification would be carried in Pilots Information Manual and other sources of information. It has been found that most pilots and aircraft owners welcome the opportunity to personally contact an FAA inspector and have an informal chat.

Inspectors are quick to let the operator know that he won't be hounded by too frequent surveillance. Our inspectors certainly don't want to chase any business away.

In the event that any discrepancies are noted, inspectors explain to the pilot or owner, what regulation is violated, what the danger is in continued operation of this sort and what action the inspector must take in that instance.

In the area of maintenance, spot-checks are made on aircraft parked at airports and on operating aircraft to ascertain their airworthiness. Repair facilities and aircraft manufacturers performing maintenance are likewise checked for performance of their work.

According to the FAA inspectors, these are among the most common infractions:

1. Failure to have a valid medical certificate.
2. Pilots carrying passengers with only a student pilot certificate.
3. Operation of an un-airworthy aircraft, thus creating a hazard.
4. Lacking a periodic inspection.
5. Non-compliance with Airworthiness Directives which require either a prescribed inspection or a fix to correct a defect.

While it is difficult to accurately measure the effect of a continuing safety program like week end surveillance, spokesmen for Flight Standards are convinced that the



Bill Benjamin (right) principal General Maintenance Inspector, discussing maintenance problems with mechanics at Topeka Aircraft Service Hangar, Fairfax Airport.

on the local operator to explain the purpose of the surveillance - to prevent unsafe practices and to counsel and assist airmen in complying with the CAR's. Such visits provide an opportunity to bring new regulations to the attention of the general aviation public. As an example, a recent revision of regulations now calls for display of the aircraft registration certificate in the plans. Knowledge of such a change as this

program is highly successful and worth the extra time spent on week ends. There has been a noticeable decrease in infractions of regulations observed on these week end surveillance visits and this in itself indicates that for one reason or another, pilots are being more careful.



Papers in order and cleared for take-off.  
 FAA Inspector Cannom gives the green light for take-off to two Kansas City pilots, Mrs. Mary Ann Noah and Mrs. Ruth Stafford.

### OSCAR RIGGS RETIRES

Oscar Riggs retired October 31, 1961, after serving the Aircraft and Avionics Maintenance Section for 14 years.

The month of June, 1947, was a lucky day for CAA/FAA. It was at this time that Oscar Riggs came to work for us and that is also the time our hangar began to look clean and orderly. No one ever had to ask



Oscar Riggs (left) and L. A. Bichlmeier.

Oscar to sweep the floor or clean up the premises, as he was always a step or two ahead, with one exception, THE FLOOD OF 1951, when after 10 days of inundation (July 13-23) all of us under his direction were called upon to clean up the mess left by the 11'3" of flood water in our hangar at Fairfax Airport.

Not only did Oscar serve the CAA/FAA well, he also served Uncle Sam during World War I and again during World War II. In World War I, he entered the service in the Missouri National Guard, Company D, 140th Infantry, 35th Division on June 16, 1917. He trained at Ft. Sill, Oklahoma and served 14 months in France, one year of which was front line service at St. Mihiel and Meuse - Argonne and Defense Sector.

After World War II broke out Oscar again served Uncle Sam by entering the service in the 714th Railway Operating Battalion - Technical Sergeant as Locomotive Engineer. This time he served for 14 months.

Oscar holds both World War I and World War II Service Medals.

Continued on page 11.



# AVIATION FACILITIES DIVISION

## CENTRAL REGION

### THE BIG "M"

The letter M has emerged these past months as one of the most frequently used letters of the alphabet in our discussions of problems.

Maintenance had the story of the month for October.

Missouri (St. Louis) was the location of the joint SMDO (7&8) meetings held from Oct. 16 to 19.

Minneapolis, Minnesota, was the location for the joint SMDO (1&5) meeting held from November 13 to 15.

Management has been emphasized at all levels in the organization.

Men and women have been transferred, promoted, dismissed and hired to create a more effective organization.

Materiel has been procured, distributed and stored to prepare our Agency for the coming winter months.

Money has been tabulated, estimated, reviewed, divided, subdivided, cut-back and otherwise examined for the purpose of seeing if our programs are properly budgeted.

As we have traveled the Region these past months we have seen at close hand the results of using three of the above - These are: Men, Money and Materiel.

These same tools of industry are heavily used by the FAA in getting its job done. Airports being improved, new nav-aids being installed, maintained, and supplied. Much good work is being accomplished in Many places.

More difficult to observe is the Management effort and input that is essential if we are to get the most for our Money in all of our programs.

A real challenge is being faced by many engineers and technically trained people who are facing Management problems for the first time. Recent budget reviews have shown the necessity for developing a Management consciousness in our work to a degree that is far above what we have now. Just as industry has added the fourth M of Management to those of Men, Money and Materiel, to get the job done, so are we going to have to do the same.

Management of each segment of our effort will give us more valid budgets, more effective program accomplishments, more understanding of our own job and its contribution, and more Mileage for our Money.

*Clyde W. Poe Jr.*

### CONSTRUCTION IS OUR BUSINESS

From installation of communications cable to our new office building, to performing their portion of the Olathe ARTCC establishment, Construction Unit personnel are engaged in the Kansas City area and throughout the Region modifying, expanding, updating and establishing new facilities in performing their portion of the Agency's mission of making the Airways a safer place to travel.

The Construction Unit is responsible for the physical accomplishment of structure establishment for aviation aid facilities by either issuance of construction contracts or by use of our own working forces. Complete aviation facilities established and prepared



Construction Unit Office Personnel. Front, left to right, Lena Mary Steel, Anita Botkin and Lowell McDysan, Chief of Unit; second row, Matt Strahm, Dorothy Bell, Wayne Wyatt and George A. Redlin.

for commissioning by the Plant Engineering Branch include Approach Light Systems, Sequenced Flasher Lights, Runway End Identifiers, and Visual Glide Slope Indicator Systems. Structures are also provided to house Instrument Landing, Radar, Microwave, Remote Transmitter, and Peripheral facility equipment. Necessary preliminary surveys, adoption of standard drawings to meet the individual site location, and structure design work are completed by the various Engineering Units of the Plant Engineering Branch. Then comes the job of the Construction Unit, actually getting the work completed.

Nineteen engineers, primarily assigned to inspection work of Agency contract construction, and thirty-five construction mechanics, doing actual structure modification, expansion and modernization work throughout the Central Region, represent the present Construction Unit field work force. An additional ten temporary construction mechanics are now employed for work at the Indianapolis, Indiana, and Farmington, Minnesota, new Center facilities.

Those seeking the comfort and convenience of a staffed, well equipped field office may fail to notice that off in the swamp on the far side of the airport or in the power

vault in the basement of the building, Aviation Facility construction work may be taking place.

So far this year we have established and commissioned Runway End Identifier Systems at Detroit City, Michigan; Janesville, Wisconsin; Grand Forks, North Dakota; Traverse City, Michigan; Saginaw, Michigan; and Eau Claire and Stevens Point in Wisconsin.

Structures for ILS equipment at Hutchinson, Kansas; Detroit, Michigan; and Chicago O'Hare, Illinois, were completed.

Approach light systems have been established at Fargo, North Dakota; Des Moines, Iowa; and Hutchinson, Kansas.

Sequenced flasher light systems have been installed at Des Moines, Iowa; Fargo, North Dakota; Green Bay, Wisconsin; Hutchinson, Kansas; Muskegon, Michigan; Peoria, Illinois; Rochester, Minnesota; and Springfield, Missouri.

Additional threshold lights have been installed at Detroit (WR), Michigan; and Moline, Illinois.

Remote transmitter structures have been completed at Bismarck, North Dakota; Lincoln AFB, Nebraska; and Jackson, Muskegon and Pontiac in Michigan.

Six microwave repeater sites between the West Branch Radar site and the Aurora Center, six between the LaGrange Radar site and Aurora, and two between the North Platte radar and Denver Center were establishes.

An ASR facility was established at Des Moines, Iowa.

Yet this year we expect to complete the relocation of the Flint, Michigan ALS; complete structures for the long range radar facilities at Chicago, Illinois and Horicon, Wisconsin; a TVOR at DuPage County Airport, a remote transmitter at Milwaukee; additional threshold lights at Fort Wayne, Indiana; additional threshold lights and se-

quenced flashers at Waterloo, Iowa; and visual glide slope indicator facilities at Indianapolis, Indiana; Chicago (O'Hare), Illinois; Minneapolis, Minnesota; and Detroit (Metro), Michigan.

The Visual Glide Slope is the newest of our visual landing aids which, as the name implies, gives the pilot a visual indication of his glide path during his landing approach. The System consists of two light bars of three lights each set on each side of the approach end of the runway. A prism and filter cause a portion of the projected light to be red, the other white. A pilot making an approach too high sees all lights white; if too low, all lights appear red. A pilot making an approach on the glide path would see the lights nearest the end of the runway red and those of the upwind bar white.

The Visual Glide Slope Indicator System can be used under either IFR or VFR conditions. The first such units in this Region are now being installed.

It has been a busy year indeed - as this is a list of only the major projects involved - for the boys who are on the go and visibly getting an important job done. And yet the job is not done. We are starting construction of a Microwave Repeater Link from the Horicon, Wisconsin, Radar to the new Aurora Center, a TVOR-Doppler at Municipal Airport in Kansas City, Missouri, and a new ASR-4 at Chicago O'Hare. This list could continue with the new and renovated facilities that are planned for establishment within the Region in the near and distant future.

This month we started equipment installation work at the New Farmington Center - last month at Indianapolis. At the present time construction crews are at work in all four of the new Air Traffic Control Centers, working with the many others involved in getting these new buildings ready for actual use.

The duration of most of the field assignments keeps personnel constantly on the move. Assignments may vary from a few days to several months with the requirement to "get the job done well and as soon as possible" always present. But ability to do the work is not all that is required to accomplish our establishment goals. Coordination and cooperation of airport officials and field personnel of other Agency branches and divisions are always of great importance. It is the fine spirit and cooperation of the many field personnel that to a large extent has made possible the accomplishments of this last and recent years. Their part in the challenge of getting the most aviation safety from our establishment dollars is one that the Construction Unit stands prepared to meet.

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Those of you who might have noticed an article in the Chicago TRIBUNE October 30 or in the Kansas City STAR October 31 might appreciate our good fortunes in being able to employ good young fleet-of-foot engineers for our field construction work in this new Jet Age.

Engineer Michael Sailor of the Construction Unit was staking out the new Visual Glide Slope System at O'Hare Field and had his transit set up about 200 feet from the end of the runway. The pilot of a Mexicana Air Lines Comet 4-C apparently misjudged his approach, touched down about 1400 feet from the end of the runway and finally came to a halt in the mud about 300 feet from the end of the runway - the same end that Mike had so previously been interested in.

Mike saved his transit and sprinted out of the path of the airliner (no one on board was injured) to a safe distance where he was able to give a brief but vivid dissertation (herein unprinted) of this new Jet Age before his return to his previously established and undisputed work area.

## RETIREMENT OF MR. I. J. ROVANG

Party was held at the Presidential Arms, Washington, D. C. Testimonials and mementos were presented to Mr. Rovang by N. F. Barritt, CE-410. In response to this expression, the following is quoted from Mr. Rovang's letter:

"It is next to impossible for me to put into words that properly express my feelings of gratitude toward the men and women of the Central Region who took part and made it possible to prepare the tree, booklet and the companion gift tree. Most surely, no one ever received a more heart-warming expression of good will from his friends and associates on the day of his retirement. Saying thank you is so inade-



Nelson Barritt, Chief, Systems Maintenance Branch, representing the Central Region at Mr. Rovang's retirement dinner.

quate, but somehow I hope that these wonderful people may enjoy the same pleasure from giving that I experienced from receiving. I am also aware that the tree grew and matured only because of the help and cooperation of those who wanted it to be so.

It is difficult for me to give special thanks to any one individual for I know that many participated and yet it would be inappropriate for me not to give special thanks to Donald James for design of the brochure and to Pat Cox and Ellen Crow for design of the gift tree. The brochure was the work of art and I shall always

treasure the sentiment expressed in its pages, as well as the roster of those in the field offices. The gift tree is the work of artists, and notwithstanding the greenbacks, that adorned it, was most beautiful.

Our permanent address will be 1015 28th Street, Vero Beach, Florida. I would be so glad to hear from any of the gang and, of course, should any of my old friends ever be in this neighborhood it would be a real pleasure to see them."

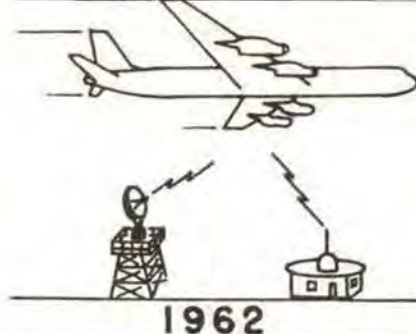
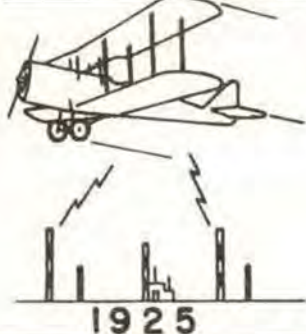


Marvin Royce, SMS Chief, conducting tour through FAA facilities at the dedication of the Airport at Eau Claire, Wisconsin, recently.

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The Riggs home is at 4147 Cambridge, Kansas City, Kansas; but Oscar and Ruth (Mrs. Riggs) have also built themselves a modern home in the Ozarks, where they intend to spend their week ends fishing.

Oscar and Ruth will be sadly missed. But we wish them a heap of happiness, and contentment in their retirement and hope they will drop in for an occasional chat.



# AIR TRAFFIC DIVISION

*"FAA's MOST  
CHALLENGING  
MISSION"*



## WEDDING BELLS

The Air Traffic Division is happy to announce the marriage of our Chief, Mr. George W. Kriske, to Mrs. Elsie Seymour. The ceremony took place October 21 at St. Mark's Methodist Church, Overland Park, Kansas, in the presence of the family and a few guests. A small reception was held at Milburn Country Club, after which the happy couple left to motor to Miami Beach, New Orleans and San Antonio.

The Kriskes will be at home after November 15, at 7119 W. 72nd Street, Overland Park, Kansas.

The above information will explain why George isn't the author of our Division's contribution to FLIGHT LINES this issue and our readers will have to bear with us

in our joint effort to keep our columns up to par. It is rather difficult to keep up with George's ability to "crank out" informative, interesting and current news items, particularly for our field personnel. However, this one is on us!

## NEW TOWER

One of our newest "babies", the Jackson, Michigan Control Tower, was properly christened one week after the commissioning date of September 30, 1961, not with champagne but by something equally as nice - that being the influx of over 50 women participants in the 1961 S. M. A. L. L. Air Race held at Jackson on October 7. This event, sponsored by the Michigan Chapter of the 99's, included a field of 50 women entrants flying a 200-mile triangular course over Lower Michigan with Dotty Anderson of Bluffton, Ohio, a pilot with over 7000 hours, winning the event.

The Air Traffic Division was well represented by the presence of Roger Groves, newly selected Jackson Tower Chief; Guy Blakely, Jackson FSS Chief, Ralph DeCurtins,

FSS Specialist; and Harley Shotliff, Detroit Air Traffic Supervisor. These personnel, in cooperation with the Michigan State Department of Aeronautics officials, performed an excellent job of briefing the participants late Friday evening and again at 7:00 a. m. Saturday morning. An explanation on Special Provisions of the Certificate of Waiver issued for the event, local field rules, pre-flight and weather briefings was provided.

Assisting in the monitoring of the actual event were Ed Schaeffer, Supervising Inspector of GADO #5; Phil Ruckdeschel, also

of GADO #5; and R. Folger of the Detroit Center.

### COMMISSIONING AND DECOMMISSIONING OF FACILITIES

The Fort Wayne Combined Station/Tower was decombined on November 1, 1961. The separate Tower and FSS were commissioned on November 1, 1961.

The Goshen Flight Service Station was decommissioned November 1, 1961, and most of the personnel, including W. G. Stephenson as Chief, will operate the new Fort Wayne Flight Service Station. Mr. Robert R. Self and Mr. Harold O. Winters of the Goshen Flight Service Station are transferring to the South Bend Flight Service Station.

The DuPage County Airport, West Chicago, Ill., VFR Tower was commissioned November 1. Mr. Leonard Brancato from the Moline Combined Station/Tower is the Chief at DuPage.

Lincoln Tower Radar - ASR/PAR was commissioned November 1.

### NEW ASSIGNMENTS

Charles S. Irwin, Planning and Procedures Officer of ZID, has been selected as the Air Traffic Supervisor at Indianapolis.

Harold G. Sumner, Chief of the Indianapolis Flight Service Station, has assumed his new duties in the En Route and FSS Section, Planning Branch in the Regional Office.

Milton E. Walton, Chief of the Lincoln Flight Service Station, has been selected for promotion to Chief of the Indianapolis Flight Service Station, to fill the vacancy left by Mr. Sumner.

Emerson S. Capps, Chief of the Cedar Rapids Tower, has assumed his new duties as Resident Air Traffic Specialist at the Whiteman Air Force Base.

Keith D. Taylor, Chief of the Milwaukee (Timmerman) Tower, is being promoted to Chief of the Cedar Rapids Tower Nov. 12.

Billy D. Templeton, Watch Supervisor,

Detroit Flight Service Station, has been selected for promotion to Chief of the Huron Flight Service Station, to fill the vacancy created by the retirement of C. Homer Jones on November 19.

John F. Menge, Chief of the Lamoni Flight Service Station, has assumed his new duties as Chief of the Ottumwa Flight Service Station.

Edgar B. Johnson has been reassigned from the Training Supervisor position in the Operations Management Section to an Operations Supervisor position in the Flight Service Section of the Operations Branch.

James B. Tate, Watch Supervisor, Kansas City Tower, has been selected for a position in the Operations Management and Training Section, Operations Branch.

Theresa Murphy, of the Airspace Utilization Branch, has been selected for a position in the Flight Standards Division.

Leona Marler has been reassigned from Airspace Utilization Branch to Operations Management and Training Section, Operations Branch.

Lloyd A. Lovaasen, Journeyman at the Pellston Flight Service Station, has been selected as Chief there to fill the vacancy created by the retirement of John Schaufler.



DuPage County Airport Tower. Left to right: Bill Donahue, Airport Manager; and Pete Waggoner, Bob Lambert, Ed Siroky and John Strauser.

Installment No. 6 of the personal biographies of our Air Traffic Facility Chiefs will cover those individuals in the "E" and "F" groups. E is for Edler (St. Joseph CS/T); Endsley (Terre Haute Tower). F is for Frain (Grand Island FSS); Frick (Lincoln Tower).

Edler, Ray, St. Joseph Combined Station/Tower Chief, was born in State Center, Iowa, attended school there, and was graduated from the State Center, Iowa High School. Our records show that he worked for the War Department about four years prior to World War II as Radio Operator and in Cost Accounting. He entered on duty with the CAA in 1946 as an Assistant Airways Communicator at Knoxville, Mo., (CAF-5), followed by duty at Chillicothe, Mo., and Laramie, Wyoming.



In 1944-46 he saw active military service as Wartime Radio Operator, and on several ships in charge of the Radio Department. All service time was spent at sea. He was promoted to Chief of the St. Joseph CS/T on October 30, 1960.

Ray lists as his No. 1 hobby "flying". He has been part owner of PA-18 for the last six years, and he flies as time permits. He has installed Narco Superhomer equipment in this plane. His golf and bowling scores run about even - 100 each. Ray donates one night or more per week to the Civil Air Patrol, and is Personnel Director for the State of Missouri. His No. 1 teen-age son, who has just acquired a driver's license, takes up a bit of his spare time!

Endsley, Burtis, Terre Haute (Hulman) Tower Chief, lists his birthplace as Landess, Indiana (native Hoosier). He attended school in Landess and was graduated from the VanBuren High School, Van Buren, Indiana. He afterwards attended the

Marion Business College in Marion, Ind. Before entering on duty with the CAA he was Radio Operator for three years with the Army Signal Corps. He served for forty-one months in military service during World War II, of which thirty-two months were spent in the South Pacific Area.

He entered on duty with the CAA on Dec. 29, 1947, at the Indianapolis Station as Assistant Aircraft Communicator, CAF-5) and on January 6, 1952 was reassigned to the Indianapolis Tower as a GS-7. He served at this facility from 1952 until January 13, 1957, at which time he was transferred to the Terre Haute Tower, becoming Chief of this facility in April, 1959.



Burtis lists his interest and hobbies as being a member and presently secretary of Vigo Toastmaster Club 332; member of Chamber of Commerce Aviation Committee; active in PTA and church work,

and playing golf.

Frain, Eugene E., Grand Island FSS Chief, was born in Culver, Kansas, and was graduated from the Culver Rural High School. He joined the U. S. Navy shortly after high school, in 1936, and served as Communications Supervisor aboard the Aircraft Carrier U. S. S. Lexington. He was discharged from the Navy in 1940.

He entered on duty with the CAA in June of 1940 at Columbia, S. Carolina (ACO-CAF-3), and transferred to the Wichita Station in December of 1941. He remained at Wichita until August of 1948, when he was transferred to Salina, later to Hill City, thence to Grand Island. He was promoted to Chief at the Grand Island facility in August, 1960.



Eugene lists as his principal hobbies bowling and wood working. He is past President of the Hill City Lions Club, and Past Zone Chairman of the Lions Club District of Northwest Kansas.

Frick, Ralph L., Lincoln Tower Chief, was born in Jasper, Indiana, and attended high school in Huntingburg, Ind. He afterwards attended East Oregon College during Aviation Cadet Training. He entered active military service as Aviation Cadet in 1943 in World War II. He was discharged from service in February, 1946, after accumulating approximately 1100 hours twin engine flying time.



Ralph entered on duty with the CAA in March, 1949 at the Akron-Canton Airport Traffic Control Tower, and remained there until December, 1950, when he was transferred to the Chicago Midway Tower. In July, 1956 he was reassigned to the Wichita RAPCON. In December of 1957 he transferred to the Lincoln Air Force Base, where he served as Supervisory Airways Operations Specialist, and was reassigned as Resident Inspector at that location in December, 1959. In the summer of 1960 he was reassigned to the Lincoln Tower as Chief.

#### POLICY ON OFFICIAL CONDUCT

By Executive Order 10939, dated May 5, 1961, the President established policy for the official conduct of all government employees. The Administrator, in Agency Order 51 (Rev.), set forth Agency policy for fulfillment of the responsibility assigned to him by the President. In essence, this policy states that, "The highest possible standards of integrity and ethics in official conduct are to be promoted and maintained by all employees and representatives



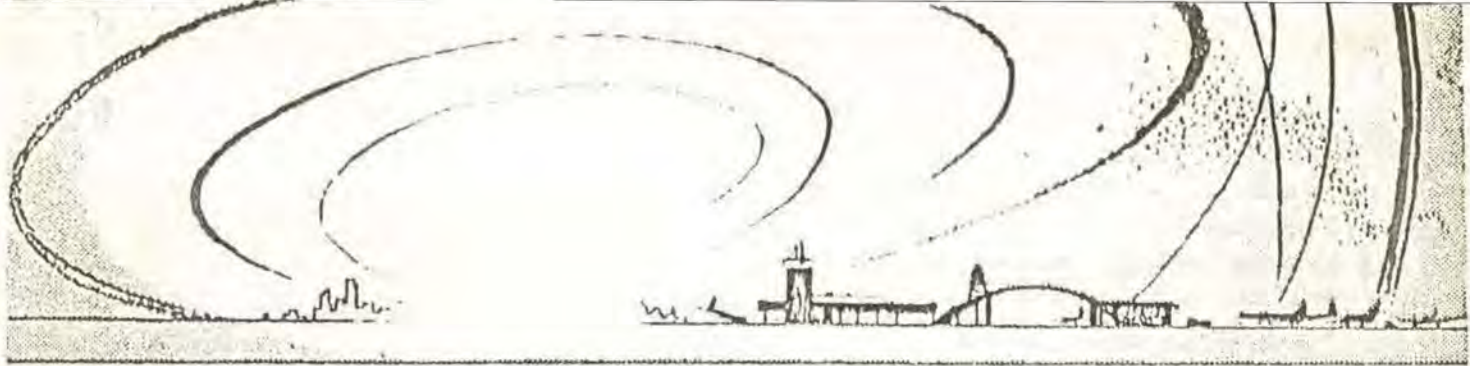
#### OUTSTANDING AWARD

William A. Langer, second from the left above, electronics specialist with the FAA, is shown receiving an "Outstanding" citation for superior performance throughout 1960. It was awarded Langer for unusual management and technical proficiency as supervisor of the Alexandria sector. Langer is responsible for the continuous and reliable operations of all aviation facilities and navigation communications in this area.

The award was presented by D. W. Updike, extreme left, Chief of the Minneapolis District Office. Others, left to right from Langer, are: Mrs. Langer, Mrs. Kenneth Hodek, Sector stenographer, and Ed Skaar electronics specialist.

of the Federal Aviation Agency."

Compliance with this policy is the responsibility of every FAA employee and representative. The maintenance of established standards are a matter of continuing concern. While those who occupy supervisory positions are expected to set impeccable examples for subordinates, all employees should maintain a continuing knowledge of their individual responsibilities as specifically set forth in Agency Order 51 (Rev.).



Much progress has been made in survival planning for civil aviation since our previous report to FLIGHT LINES.

A few examples of "activity" are reported for your information and interest.

The Airport Manager at Midway Airport, Mike Berry, called a special meeting of the Station Managers Association for the purpose of presenting the project of developing an Airport Survival Plan. Twenty-four people representing seventeen tenant operators on the field were present.

From this group, the Airport Manager will select his Airport Survival Planning Committee to assist him in the development of the Survival Plan for Midway Airport. The Central Region Civil Aviation Defense Planning Officer had the entire meeting time in which to give the group a picture of the purpose and workings of an airport plan, a description of various ways in which mutual aid among the airport tenants would strengthen the over-all airport capability to survive and recover, and a review of the items which need to be considered in airport survival planning.

A similar meeting was scheduled by Pat Dunn, Airport Manager at O'Hare, on November 2. Once these Airport Survival Planning Committees have been formed, the FAA will work with them, within the limits of time available. No doubt only the largest airports in the 11-state area can be given such personal attention.

United Air Lines is well on its way in the development of a survival plan. They have plans for building and equipping a relocation site for United's key personnel and operational command post.

TWA has a proposed program for sur-

vival planning which should result in a fine system-wide survival plan.

The Airport Manager at Topeka, faced with the problem of having no basements in any buildings on the airport, is contemplating excavating to construct a below-ground shelter for key airport personnel.

The airport management at Wichita is making plans to incorporate the services of a USAF Reserve Recovery Squadron to be assigned to the Municipal Airport. Their survival planning envisions training of some airport personnel in the same training classes being held by the reservists.

FAA personnel from Washington are currently working with the Wold-Chamberlain Airport Management in Minneapolis-St. Paul to develop a "model" airport survival plan.

The Civil Aviation Defense Planning Officer has briefed FAA district office Flight Standards people in Chicago, Indianapolis, Ypsilanti, Minneapolis, St. Louis, Springfield, and Wichita. These people are meeting and dealing with airport managers, operators, and airlines daily; therefore, if they are informed on the subject of survival planning, they will be in a better position to help the industry. The other offices will be reached for similar briefings as soon as possible, but these briefings have to be worked in with other trips in connection with airport and airline survival planning. Four of the five airport district offices have likewise been briefed.

#### REGIONAL RADIO AMATEUR NETWORK NEWS

A team composed of Tom Glass, CE-402, Bob Curtis, CE-431, Jimmy Ray, CE-438.4 and Kermit Karns, CE-438.1, recently

evaluated the results of the Radio Amateur Survey made last summer. This evaluation shows a good potential for an FAA employee network. In fact, a primary and stand-by networks may be possible. A voice net using single side band looks good, with back-up CW nets above and below 20 words per minute. We're now in the process of plotting on a map the locations of the ham stations by capability. Then relay and direct operating procedures can be worked out, and we'll be in business.

Citizens band hams are not being forgotten. They will be mighty useful in alerting FAA personnel in local areas. We'll compile a list of citizens band hams in each area and send a copy to all concerned. Local nets can then be organized.

AMATEURS who have improved their capability, either in their equipment or their CW operating speed, should pass the word to CE-60. Also, employees who have not previously done so, may send in a completed questionnaire at any time. Additional copies of the questionnaire are available from CE-60.

#### DOSIMETER STORAGE

Ray Kerwin, CS/T Chief at Flint, Mich., has come up with a good suggestion for storing dosimeter (CD V-740). It involves the use of the glass tubes and the box in which a well-known brand of cigars is marketed. Mr. Kerwin says "These glass tubes, with cap, are perfect for storing individual dosimeters, and the top of the cigar box is the exact size for storing the CD V-750 dosimeter charger. It makes both a useful and attractive storage unit." Incidentally, it can be used with or without the rack suggested in September FLIGHT LINES.



REMEMBER WHEN - "fall out" meant back to the barracks to sack out?



James Dilley (left, standing) explains the use of Geiger counter to students Robert Norder (center) and Hubert Maguire, at FAA Radiological Monitoring School, St. Louis.

#### LOST ANY BAGGAGE LATELY?

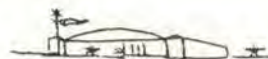
According to TWA's Lost and Found Department, one of their most perplexing problems is not locating lost luggage, but rather locating the owners of found baggage. All sorts of items find their way into the airlines lost and found offices, including such things as bags, coats, cameras, umbrellas, souvenirs, false teeth, and the likes.

However, these bags are not lost; just their owners are. During a one-week period at busy O'Hare Airport in Chicago, only 46 pieces of luggage were lost by 46 of 10,094 passengers. At Kansas City, 61 pieces were lost by 46 of 8,791 passengers. In St. Louis, 68 lost by 54 of 9,093 passengers.

Actually, only one bag is lost per million customers. Then the moral of this story is -- if yours is among the missing, let the airline know where to send it when it has completed its un-scheduled traveling.



## FLIGHT STANDARDS



### WESTWARD HO!

By the time you read this, most of you will have heard that I am being transferred to the Western Region in Los Angeles, California. Consequently, I wanted my final contribution to FLIGHT LINES to be an expression of my feeling for the Central Region and my associates in this area.

I have been privileged to spend four and one-half years in this Region, and I have been most impressed, indeed, with the high caliber of people, the friendly atmosphere and the dedication to the accomplishment of the FAA program evidenced by all of you. Your support in the two positions that I have held in this Region has been outstanding and in large measure is responsible for my opportunity to move to a new job in another



region. Obviously, I am pleased with my reassignment and also, obviously, I am going to miss the fine people in the Central Region, all of whom I consider my friends.

My successor will be chosen in the very near future and I know that he will receive the same loyal support and friendly assistance that I have had. He is to be envied. Thank you all. I will not say "goodbye" since even the FAA of today

is still a relatively small organization and I am sure that I will cross paths with many of you in the future.

*Edward A. Marsh*

### AIRCRAFT MANAGEMENT BRANCH

This month a trip was made to the FAA Hangar at Fairfax Airport to visit our Aircraft and Avionics Maintenance Personnel.

In the first office to be visited, Alvin F. Michaelis was found studying the latest Avionic directives. Mr. Michaelis is Chief of the Quality Control Unit, which is more commonly known to the maintenance personnel as the "hard-headed" Inspection Department as the duties of this unit entails the job of giving final approval on maintenance performed upon the aircraft assigned to the Central Region.

Whittling Al for some information, we learned he is a native Kansan and a farmer at heart, but decided at the youthful age of 20 that he would come to Kansas City and learn how the "big birds" were able to fly. So a year of training was taken at Missouri Aviation Institute and some valuable experience was gained with the Kansas City Flying Service before he received his "call to duty" with the United States Air Force.

For two years he and many others diligently worked to keep the military's B-24 and B-29 aircraft flying at Muroc Air Force Base in California.

Upon his return to civilian life Al had a

short stay with the Kansas City Flying Service, but in September, 1946 he received an appointment as an Aircraft and Engine Mechanic with the CAA, Aircraft Service Branch. Thus began his Civil Service career. A promotion as Lead Mechanic became effective in 1955; then, as a result of the growth of the Aircraft Service Branch and the increase in maintenance work performed, an Aircraft and Engine Inspector's position was created in 1959. The selection went to Al and he continued in this post until May, 1961, at which time he was appointed to his present position.

The next person to be interviewed was William "Bill" Knoth, Jr., Chief of the Aircraft and Powerplant Maintenance Unit. Bill is a Missouri boy, coming from Parkville. His career began with his father, with whom he was learning to be a carpenter and cabinet maker. However, one of the tricks of the trade - driving two nails at one lick - caused him to embark on a new and less painful career.

In order to fulfill this desire, he "crashed" the aviation profession in 1934 by sweeping hangar floors and working on airplanes. Progress was made and by 1936 he had rebuilt and flown an OX-5 Waco 10, gaining some flight instruction. More experience and he went to work in 1942 for North American Air Lines, as a supervisor of the Engine Installation and Rigging Department. Later, Bill worked for Midcontinent Air Lines as a Mechanic on DC-2, DC-3, and the Lockheed Lodestars.

In the spring of 1943 a career with the United States Government was launched and as an Inspector of engine overhaul on contract overhaul engines he continued to work in Kansas City. This employment led to his assignment with the Air Transport Command, where he inspected the servicing and repairing of aircraft to be ferried overseas. His next change in duties was in 1944-45, when

he was assigned as inspector of Beechcraft and Nordyne parts and assemblies which were slated for overseas shipment.

Later Bill transferred to the 5th Ferry Group as Instructor in the operations and maintenance of C-47 aircraft.

He was employed by the CAA in June, 1947 as an Aircraft and Engine Mechanic. Bill is now Chief of the Unit and extends technical guidance to the satellite maintenance bases at Minneapolis and Battle Creek.

He and his wife have two sons, Robert and Dale. Their home is at 2413 N. Wabash Drive, Kansas City, Missouri.

In the next issue you will meet Lee McClain and Clyde Hanft.

## MAINTENANCE BRANCH

### KEEP IT SHARP

Chances are you never thought of reading as a tool, but it is. In this day of accelerating technology, reading is even more a tool than ever before.

Without reading, most of the newer tools - Ultrasonic X-Ray Machines, Echo Boxes, and a host of others - would be ineffective, useless, or even detrimental in determining the operating condition of today's machinery. This is especially true in determining airworthiness in today's aircraft.

The professional technician takes care of his tools. He protects them from rust and other harmful exposure, he keeps them honed and calibrated, and he is constantly striving to improve his skill in their use.

Your reading needs no less care. Resolve to keep it bright and sharp. Consciously develop and improve your vocabulary - widen the scope of your reading. Learn and practice reading techniques. Enroll in a course of study - one that will prod your thinking.

FAA's Training Division has an excellent course in reading techniques, techniques

that if earnestly practiced can double or even triple your reading effectiveness.

For your own satisfaction - for your own enjoyment - for increased proficiency in the use of all your tools, you can't afford not to hone and polish your reading skill.

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Several in the Maintenance Branch have been bitten by the academic bug.

Warren L. Jeffrey, Assistant Chief, is matriculating at Rockhurst College. Jeff's course of study is Business Law. It must be an effective course, as we are already having difficulty refuting his claims.

James Gammon, Maintenance Specialist, is participating on a partial scholarship in a graduate study program sponsored by the University of Missouri. Jim is deeply involved in Organization Theory and Group Politics and Policy Formation.

M. X. Crouse, Electronics Specialist, is taking advantage of the nearness of the University of Kansas City. Deck, on two nights a week, is learning all about The Administrative State.

J. J. Manning, Chief of Maintenance Agencies, and Sam Corso, Chief of General Maintenance, are now up-to-date on Turbofan Engines. As guests of the Institute of Aerospace Science, Joe and Sam attended a lecture given by R. H. Hoff, Chief Installation Engineer, P/W Division of United Aircraft.

The pursuit of learning in the Maintenance Branch is by no means limited to the men. If you see any of the Regional Office girls high stepping, it is because of the efforts of Administrative Assistant Helen Leighow. Helen is teaching a group of the girls the fine points of the art of Terpsichore on Wednesday evenings at the Southeast Community Center.

And last, but not least, Mary Fornelli is proving to be an apt Drivers Education pupil. In Kansas City, that is no small ac-

complishment. Mary's driving lessons usually take place in dense traffic areas early Saturday afternoons. (Mary insisted on announcing the time and area for the benefit of those who have any doubts.)

## OPERATIONS BRANCH

### IS THIS A "FIRST" ?

It now comes to light that Lloyd N. Young, Assistant Chief of the Operations Branch, is probably the first CAA/FAA employee to have flown jet aircraft. While on active duty with the Army Air Force as Plant Representative, Lockheed Modification Center, Dallas, Texas, the Dallas Center was chosen to make original modifications on the first P-80 Shooting Stars.

Lloyd was sent to Muroc, California, in June 1945 to check out in the experimental models, as the production models had not yet started off the production line.

Several exhibition flights were made in the Dallas area during the summer of 1945 when the first production models arrived for modification. In those days this was considered a "hot" aircraft and the crowds would assemble whenever an "80" was to be flown.

Many improvements have been made on the aircraft in the transition from the old P-80 to the present T-33 being used in training at the FAA Training Center at Oklahoma City. The early models had no automatic starting procedures such as are presently used. When the power plant flamed out below 10,000 feet, no restart of the engine was attempted and the pilot "bailed out" or, if possible, landed without power. During the pilot checkout, the jet engine was allowed to purposely flame out and a landing was made without power. This presented no special problem though as a landing was made on a large dry lake bed.

The pilot checkout procedures were some

what simpler at that time than now, but of course we were at war and time was valuable. Lloyd checked in at the operations office about 9:00 a. m. and was flying the "80) before lunch. A questionnaire of ten simple questions was completed and a thirty-minute cockpit check provided the pilot with enough information to "drive off" into the blue. There were no two-place trainers such as the T-33 for flight instruction, so the pilot was on his own in a new world of flight as soon as the wheels started rolling.

Lloyd was actively flying jet aircraft in the Air Force Reserve up until 1958 when fighter-type aircraft were transferred to National Guard Units.

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Bertha Gasser of the Manufacturing Section recently took "The Grand Tour" of Europe. The following is a brief resume written by Bertha, which we think all will enjoy.

"After spending a few days in Washington D. C., we took off via TWA Charter Flight from the MATS Terminal for "The Grand Tour" of Europe. First stop - Lond, with its Buckingham Palace, Crown jewels and Westminster Abbey. Our travels took us to Holland where we visited the Rijks Museum which houses, among other treasures, "The Night Watch" by Rembrandt. Brussels was a very interesting city noted for lovely lace and cherry beer.

In Germany we stopped at Cologne, and enroute to Manheim we went through Andernach, our first walled city. Enroute to Baden-Baden we saw the spectacular Rhine Falls. A trip up to Mt. Pilatus by cable car, down the other side by cog railway, and by boat back to Lucerne, was an unforgettable experience. Our trip included Venice, Florence (which is truly a city of beauty), Rome, Monte Carlo. Ruins of Etruscan mountain-top villages were most impres-

sive and so numerous all along the roads we toured in Italy.

In Paris we "accidentally" ran into the Carrans, which was almost unbelievable. There are some 8,000,000 people in Paris!

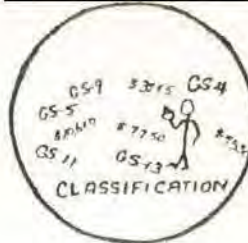
Discounting the food (which left much to be desired), for the most part it was a grand trip, the sights were out of this world, and I mean to do it again as soon as I possibly can."



Left to right; standing: A. C. Reed, Paul E. Cannom (Supervising Inspector), George M. Boal, Edward A. King, W. L. Benjamin, Clarence S. Graether, Wesley A. Murphey, Jr.; seated: Barbara Noe, Pauline Antos, Betty Murphy and Cora Gottesburen.

This happy group toils in the Kansas City, Kansas General Aviation District Office, which has under its jurisdiction all General Aviation activities in a relatively concentrated (but HIGH activity - no pun intended) area extending north to the Corn State, south to the Ozark Country, to a line just west of Topeka, Kansas, and east to Jefferson City, Missouri.

Although most are relative newcomers to FAA, three "old timers" in this illustrious group represent 50 years plus CAA/FAA experience - but we're sure you won't be able to spot them as their youthful appearance belies the ravages of time and the wear and tear of "miny-miny" reorganizations.



## PERSONNEL HI-LITES

### REPORTING OF INJURIES

When an employee is injured it is necessary for the Supervisor and the employee to initiate certain actions to report the injury. These steps are as follows:

1. The injured person or someone in his behalf, should submit to the Supervisor, a CA-1, "Employee's Notice of Injury or Occupational Disease", in duplicate.

2. The Supervisor will prepare, in triplicate, a CA-16, "Request for Treatment of Injury". Original and one carbon will be forwarded to the Occupational Safety Office, CE-10.6, third copy to be retained by the physician.

3. The Supervisor will prepare CA-2 "Official Superior's Report of Injury", the reverse side to be completed by the physician and forward original and one carbon copy to the Occupational Safety Office, CE010.6.

4. In the event a facility does not have a designated physician in the local area, the Supervisor will prepare a letter in triplicate, authorizing a selected physician to render the needed medical treatment. The original and one carbon copy should be forwarded to the Occupational Safety Office, CE-10.6, the third copy to be retained by the physician.

5. In cases of doubtful cause (hernia, etc.) The Supervisor will prepare a CA-17 "Request for Treatment of Injury When Cause of Injury is in Doubt", this will be prepared the same as CA-16, above, paragraph 2.

NOTE: Be certain that all questions on each form used are answered. In all cases of injury or property damage, it is the responsibility of the Supervisor to prepare

Standard Form No. 92, "Supervisor's Report of Accident". Original and one carbon copy will be forwarded to the Occupational Safety Officer, CE-10.6.

### POST-ATTACK REGISTRATION OF EMPLOYEES

Chapter XIII of the Handbook for Employees of the FAA, and Agency Practice 3-1010, Subject: Post Attack Registration of Employees, explains the post-attack registration plan for FAA employees. In the event of an attack on the United States, some employees may be prevented from reporting to their regularly assigned places of work. Many FAA employees will have standing instructions regarding emergency posts of duty to which they are expected to report. Any employee, however, who is cut off by reason of enemy attack from contact with the FAA should (a) go to the nearest post office as soon as it is safe to do so, (b) ask for a Federal Employee Registration Card, (c) fill out the card and turn it in or mail it at the post office. A reproduction of this card (CSC Form 600) is included in the Agency Practice.

The Post Office Department will forward each completed registration card to the Civil Service Commission Office, which will maintain a registration file for the area in which the employee's regular place of employment is located. The Civil Service Commission Office will notify the appropriate offices of the establishment of these card files. This information from the registration files will be available to FAA offices upon request. In addition, this information will be used in locating and returning missing employees to duty, and



**NIGHT LIFE!** Above, Kansas City's Municipal Airport at night. Light trails in the sky are caused by landing lights on aircraft taking off. Lights to the right are those of the passenger terminal.

Photo below: Down town Kansas City at night taken from the bluff at the south end of Runway 8.



forwarding pay to employees. The registration files may also be used as a "skills file" to place surviving employees in other essential government activities in which their particular skills and abilities are needed.

All employees are urged to review the references quoted in the first paragraph of this letter. Each of us, as citizens and Federal employees, has a responsibility to contribute to the strength of our Nation. Under war time conditions, the FAA will urgently need every one of its employees. This registration plan will enable the FAA to locate and to utilize the skills of our employees.

### MAKING DECISIONS

Decision making is a commitment of yourself. Before you reach it you must have tested facts vigorously and weighed possible results.

You cannot always go by the plotted course. The realities may contradict charts and statistics. The leadsman on a ship sings out: "The water's shoaling rapidly;"

the captain says: "There's six fathoms by the chart;" to this the leadsman replies: "Four by the line." Is the captain going to sail on, reckoning his chart a better guide than the lead?

When you come to make a responsibility-accepting decision, it is a great comfort to know that you have the respect and support of those around you. If everyone is pulling in the right direction, with esteem for you as a person as well as in your role of top man, your mind is free of jarring thoughts.

Very few persons in top management in these days cling to the idea of running things by dictatorial methods. No general in war, or statesman in government, or executive in business, can perform any glorious exploits, or notable service, without concurrence of other men's endeavors.

To obtain this means the removal of friction and conflict. Cooperation must be practiced by everyone, by those supervising as well as those being supervised. That state of affairs is not brought about by mimeographed messages from the front office, but by personal qualities.

Effective Writing Class, Regional Office October 30-November 3. Seated, left to right; Emma Jean Brantner, Elton Ohlman, Evelyn M. Simons, Kenneth Goodsell, Clyde Humphreys; standing, left to right, M. E. Davis, Ed Goulding, Dale Shelton, Ron Current, Cy Femrite, Roy Williams, Gary Twedt.



## WELL DONE DEPARTMENT

The junior executive should cultivate the capacity for changing his mind. Consistency may be a jewel, but not at the cost of making a mistake. When your people produce new evidence of a convincing sort, repudiate your yesterdays with indifference to criticism. The man who sticks to his opinions tenaciously will find that the world has moved on and left him behind. Ralph Waldo Emerson did not write: "Consistency is the hobgoblin of little minds." He did write, "A foolish consistency is the hobgoblin of little minds."

Excerpted with permission from "On Being a Junior Executive," The Royal Bank of Canada Monthly Letter, November 1960.

A question has been raised regarding application of the Agency Classification Guide for Supervisory Air Traffic Control Specialists (Station). The question was specifically directed toward the method used to determine the level of Hub serviced. It was pointed out that Hub designations are to be found in the booklet "Air Commerce Traffic Patterns" published by the FAA, but that this booklet was not available at all Flight Service Stations. Identical information for stations co-located with towers may be obtained from the booklet "FAA Air Traffic Activity" which we understand is available at all Flight Service Stations. Stations not co-located with towers may compute their Hub classification from the definition contained on page VI of the Glossary to the booklet "FAA Air Traffic Activity".

### Death

Word has been received in the Regional Office that Charles W. Drakesmith, former controller at the St. Louis Center, passed away on October 28, 1961. Mr. Drakesmith retired on disability March 30, 1960.

A Cessna 182 pilot was mighty glad to get on the ground the other day, and thanks to the Vichy personnel on duty, he made it successfully. Seems he ran into marginal weather and admitting being lost, called for help. Vichy personnel were able to determine his approximate location and finally bring him into the airport.

Bob Selfridge, Manager of the Greater Rockford Airport, wrote a nice letter of thanks to the FAA gang manning the control tower there during the recent Experimental Aircraft Association Fly-In.

Julian C. Granado, located at the ADIS Section of communications, Kansas City, has been elected Sergeant-At-Arms of the City Central Executive Committee of the Governing Board of 34 American Legion Posts in the Kansas City area.

City Planning Associates, Inc., Mishawaka, Indiana's Chief Pilot, wrote saying nice things about the fine service provided by our Flight Service Stations throughout the Region. Their company aircraft are using our services daily.

ATCA (Air Traffic Control Association) at their annual meeting selected the Chicago Air Route Traffic Control Center as the "facility of the year". Chief Ray Belanger was on hand to receive the award. Also at the same clambake ATCA awarded a Certificate of Meritorious Recognition to the Indianapolis ARTCC for its pioneer work in positive control - Operation Pathfinder.

Leonard Brancato, Chief of our newest Control Tower at DuPage (commissioned Nov. 1st) sent in lots of fine newspaper clippings telling the public about the new service. Excellent coverage, gang.

October 27th was a big day again down Wichita way. Cessna blackened the sky with their fly-away featuring the 1962 models. As usual, all of the FAA personnel were there to provide those "extra services" so necessary to a successful operation.

Continued from page 4

again achieved our objective of surpassing previous years in both number who participated and total pledged dollars, which was \$10,281. We should all take pride in this achievement.

We hope that in the months to come each employee will take the time and make the effort personally to find out the extent of human suffering relieved by our gifts and the furtherance of our way of life made possible by the United Fund. If you do this, your gift will be among the first and most general next year.

Let those of us in the Central Region show that we are "united behind the United Fund" and the other authorized drives such as the Health Agencies which will be coming up in the spring.

#### EQUAL EMPLOYMENT OPPORTUNITY

Executive Order 10925, dated March 6, 1961, assigns responsibility to the Administrator for carrying out the President's Equal Employment Opportunity Program. In fulfilling this responsibility, the Administrator has established an Agency-wide policy that, "The highest possible standards of democracy are to be maintained in all official acts with equality of treatment and employment opportunity for all!" Compliance with this policy in accordance with established procedures is the responsibility of every Federal Aviation Agency employee and representative.

Details of policy and individual responsibilities are set forth in Agency Order 66. Each employee and supervisor should maintain a continuing familiarity with this Agency Order.

Mr. Kirby L. Brannon, Assistant Regional Manager, is the Assistant Employment Policy Officer for the Central Region. In this capacity Mr. Brannon provides assistance to Mr. Anthony T. Callanan, Chief, Compliance and Inspection Division in

Washington, in carrying out this policy of the FAA against discrimination because of race, color, religion, or national origin.

#### TIPPETS NAMED ASSISTANT ADMINISTRATOR OF WESTERN REGION

Joseph H. Tippets, formerly Chief of Aviation Facilities Service, Washington, has been appointed by Administrator Halaby as Assistant Administrator for the FAA Western Region with headquarters in Los Angeles.

Tippet's career in aviation began in 1932 when he served as a Naval radioman aboard the aircraft carrier Saratoga. He joined the Bureau of Air Commerce in 1937 and held progressively more important posts in the former CAA. In 1956, he became Director of the CAA's Office of Air Navigation Facilities. Later he organized the Bureau of Facilities, later enlarged into the Bureau of Facilities and Materiel, later to become the Aviation Facilities Service.

#### EDWARD C. MARSH DEPUTY ASSISTANT ADMINISTRATOR FOR WESTERN REGION

Edward C. Marsh, formerly Chief of Central Region Flight Standards Division, has been named as Deputy Assistant Administrator for the Western Region with headquarters in Los Angeles. Second in command to Joseph Tippets, recently named Assistant Administrator, Marsh has been in Kansas City since 1957 when he transferred from New York as Deputy Regional Administrator. At the time of the Agency reorganizations, Marsh was assigned to the position of Chief of Flight Standards which assignment he held until transferred to the Western Region.



## AVIATION MEDICAL DIVISION



### QUESTIONS ? ?

and

### ANSWERS ! !

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Thank you for your questions submitted and if there are those of you who would like a query answered, just send the question to Aviation Medical Division, CE-300.

#### QUESTION

What is a basal metabolism test?

Answer - This is a test that measures the patient's consumption of oxygen while at rest. Since the rate at which he consumes oxygen depends on the over-all rate at which his body functions, the test will show this.

#### QUESTION

How can I lose weight safely?

Answer - A medically prescribed diet along with medication to suppress appetite is often the answer.

#### QUESTION

What is the cause of arthritis?

Answer - Basically, arthritis is an over-reaction of the joint tissue to infection, allergy, or other stress. Often the exact cause is unknown.

#### QUESTION

Will an electrocardiogram always detect a heart attack?

Answer - NO! In a small number of cases, less than 10%, other laboratory and clinical methods must be used.

#### QUESTION

What is diabetes?

Answer - This is a condition in which the body produces more sugar than can be used up by the insulin secreted by the pancreas. Control of diabetes requires a regulated

diet low in calories, starch and sugar. More severe cases require insulin injections or other medications to lower the sugar count.

#### QUESTION

At that altitude is oxygen normally required by FAA regulations?

Answer - Oxygen is recommended for all flights in unpressurized cabins above 10,000 feet.

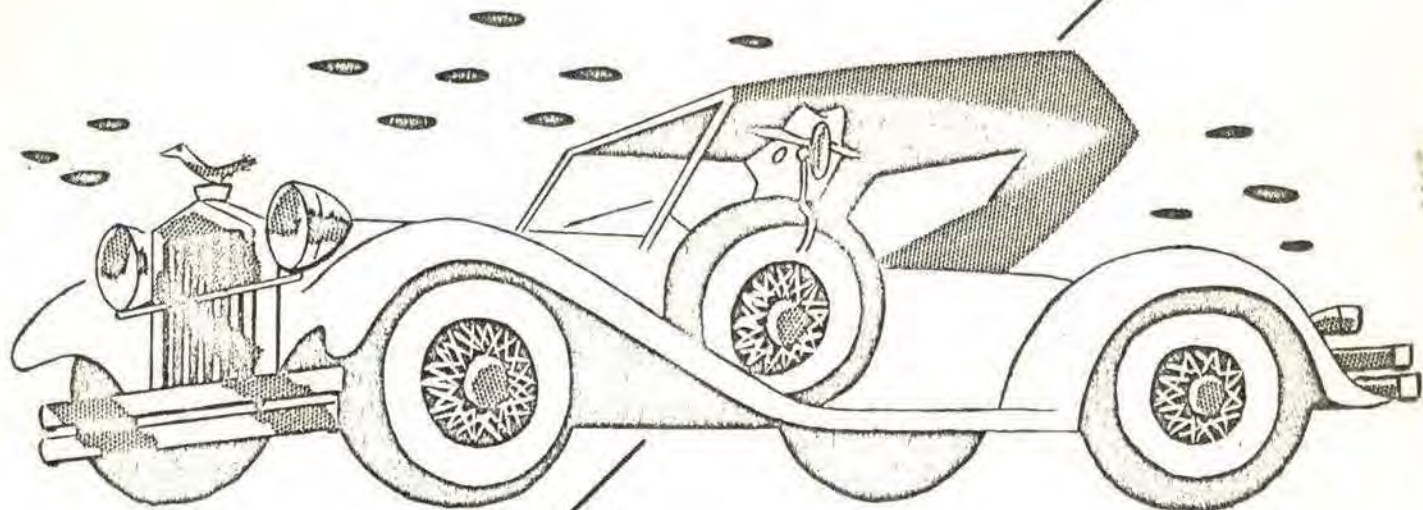
Did you know that blind persons may be accompanied by "seeing eye" dogs on regular airline flights? The dogs must be muzzled and may not occupy a seat. Prior arrangements must be made with the airline.

We read with interest that the Eye-Bank Association of America, a nationwide federation of eye banks, has been established by a committee of corneal surgeons under the auspices of the American Academy of Ophthalmology and Otolaryngology. More and more corneal transplants are being made to enable those to see who have been fortunately selected for the operation.



Fortunately, there are no rollers on our new ward beds.

*Drive Defensively*



*and Sensibly*

**DON'T**

DRIVE LIKE A FOOL

PLAY IT **COOL**