

BELIEVE IT, LIVE IT, SUPPORT IT

The theme for this year's observance of Brotherhood Week is succinct: "Brotherhood - Believe it, live it, support it." This is more than a cliché. We think it aptly capsules the messages of the occasion and certainly here in Region Six believe it and usually live it 365 days each year.

It's always easy to spot the flaws in somebody else's garden. It's easy to decry discrimination in other neighborhoods, other cities, other parts of the nation, other countries. But how many remote-control critics are really qualified to cast the first stone? How many personally, unfailingly, and tolerantly practice what they preach?

To some, brotherhood may go beyond consideration of a person's religious or racial background. Brotherhood could mean our basic attitude toward any other person recognizing that he needs understanding, appreciation, and an opportunity to develop himself to his full capabilities.

The National Conference of Christians and Jews has developed a brotherhood creed --- not specifically for Brotherhood Week --- but for every day of the year, which is quoted below:

WE BELIEVE in the brotherhood of man under the Fatherhood of God.

that the fabric of America is strong and unique because the threads of many races and creeds are woven into it.

that every American secures his own greater safety when he stands united with his fellows to uphold and defend the true spirit of democracy.

in unity without uniformity.

that we cannot demonstrate to other nations that ours is a better way of life unless all our citizens enjoy the same privileges and assume the same obligations.

that a man's God-given rights should not be violated because of his race, religion, or national origin.

that the spirit of Brotherhood Week should season our thoughts and actions every week of the year.

Cont'd on flwg page

TRADE WINDS

Published by and for the benefit of the employees of the Federal Aviation Agency Region Six, solely in the interest of disseminating useful information of an aeronautical nature, employee relations, and in support of employee morale at isolated island locations.

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Ten Commandments of Good Will

I

I will respect all men and women regardless of race and religion.

II

I will protect and defend my neighbor and my neighbor's children against the ravages of racial or religious bigotry.

III

I will exemplify in my own life the spirit of goodwill and understanding.

IV

I will challenge the philosophy of racial superiority by whomsoever it may be proclaimed, whether they be kings, dictators or demagogues.

V

I will not be misled by the lying propaganda of those who seek to set race against race or nation against nation.

VI

I will refuse to support any organization that has for its purpose the spreading of anti-Semitism, anti-Catholicism, or anti-Protestantism.

VII

I will establish comradeship with those who seek to exalt the spirit of love and reconciliation throughout the world.

The Land Where Hate Should Die

This is the land where hate should die—

No feuds of faith, no spleen of race,

No darkly brooding fear should try

Beneath our flag to find a place.

Lo! every people here has sent

Its sons to answer freedom's call;

Their lifeblood is the strong cement

That builds and binds the nation's wall.

This is the land where hate should die—

Though dear to me my faith and shrine,

I serve my country well when I

Respect beliefs that are not mine.

He little loves his land who'd cast

Upon his neighbor's word a doubt,

Or cite the wrongs of ages past

From present right to bar him out.

This is the land where hate should die—

This is the land where strife should cease,

Where foul, suspicious fear should fly

Before our flag of light and peace.

Then let us purge from poisoned thought

That service to the State we give,

And so be worthy as we ought

Of this great Land in which we live!

—DENIS A. MCCARTHY



VIII

I will attribute to those who differ from me the same degree of sincerity that I claim for myself.

IX

I will uphold the civil rights and religious liberties of all citizens and groups whether I agree with them or not.

X

I will do more than live and let live—I will live and help live.

—DR. WALTER W. VANKIRK

that the education of every child should encourage his natural inclination toward brotherhood.

WE BELIEVE that we can make this a better country for our children to inherit only if you and I strive unceasingly to stamp out prejudice, bigotry and discrimination.

* * * *

BROTHERHOOD AND THE GOLDEN RULE

Brotherhood, in a sense, is the practice by all of the "Golden Rule." The Golden Rule is characteristic of many major religions.

While people of Hawaii and Region Six personnel in general belong to many religions, it is significant that some form of the Golden Rule is a common element in all of them.

There are sizeable communities of Buddhists, Christians, and those whose cultural, ethical, and spiritual values are dominated by Confucian teachings. There is a smaller Jewish community. There are some whose ancestors came from India. The cultural and spiritual background of these people may stem from Islam, Zoroastrianism, or Hinduism. All of these religions and ethical codes contain a form of the Golden Rule.

Judaism says, "And thou shalt love thy neighbor as thyself;" Hinduism offers, "Good people proceed while considering that what is best for others is best for themselves;" the Buddhism Golden Rule relays, "Hurt not others with that which pains yourself;" Confucianism says, "What you do not want done to yourself do not do to others;" while Islam traditions remark, "No one of you is a believer until he loves for his brother what he loves for himself;" and Zoroastrianism states in the Avesta, "Whatever is disagreeable to yourself do not do unto others;" Christianity supplies us with the more familiar version of, "Therefore all things whatsoever ye would that men should do to you, do ye even so to them."

The Golden Rule is usually the true story behind every truly successful person.

* * * *



GIVE IT A TRY, EH BOYS!

TRADE WINDS

PERSONNEL

Accessions - September-December 1959

Island Administration - Wake Island

Hiraoka, Isami)	
Evans, George W., Jr.)		Teachers (Elementary)
Panui, Sarah K.)	
Marzolf, Waunda G.)	
Kobuke, Takashi)	
Jerome, Lyman)	Policemen
Holcomb, Janet L.)	
Shahan, Marilyn)	Staff Nurses (M&S)

ANF Division

Cochran, Donald C.	Constr. Engineer (Transferred from Kansas City, Mo.)	Plant Eng., Wake
Lung, Eugene Y.Q.	EMT	Maint. Engr. Honolulu
Watt, Arthur H.	"	" " "
Waters, Robert E.	"	" " Hilo
Valite, Remegio O.	Painter	" " Wake
Shintaku, Stanley T.	Clerk-Typist	" " Wake
Auna, Edward A., Jr.	" "	" " "
Anzai, Leonard M.	Electrician Lineman	" " Honolulu
Lee, Paul W.F.M.	Plumber	" " Canton
Dang, Fuon Ming	Electronic Technician	Electronic & Telety- printer Shop-Honolulu
Kobubun, Frances S.	Clerk-Steno	P&S Maint. Eng Honolulu
Tamanaha, Suetoshi	EMT	Maint. Engr. Br. Honolulu

Air Traffic Control Division

Knight, Howard H.	ATC Spec (T)	Honolulu Tower
Ayau, Howard	" " (C)	Honolulu Center
Chock, Wilfred C.Y.	" " "	" "
Brown, Thomas G.	" " "	" "
Lee, Harold K.	" " "	" "
Seguirant, Justin	" " "	" "
Mack, Louis J.	ATC Spec (S)	Guam IATCS

Airways Flight Inspection Division

Rasmussen, Robert R.	Navigator-Radio & Recorder Optr.	Honolulu
Thompson, Willis G.	Clerk-Typist	Honolulu
Sumida, Audrey D.	" "	"

TRADE WINDS

PERSONNEL

Accessions (Continued)

Aircraft Service Division

Robello, Manuel J.	Aircraft Mechanic	Honolulu
Tamanaha, Chuichi R.	Tools, Stock & Parts Keeper	"
Toyama, Mitsuo	Aircraft Mechanic	"
Tomasu, Edward K.	" "	"
Galagar, Felipe B.	" "	"
Masuda, Enichi B.	" "	"
Bonifacio, Alfred, Jr.	" "	"
Iwata, Richard T.	" "	"
Nakao, Tadayoshi	Electronic Technician	"
Isobe, Yoshio	" "	"
Mansho, Etsuo	Clerk-Typist	"

General Services Division

Kano, Mary N. I.	Clerk-Typist	Procurement-Honolulu
Nagahara, Peggy M.	" "	Property Management-Honolulu

Domestic Services

Valesquez, Pascual M.	Laborer	Wake
Miguel, Matias S.	"	"
Tolentino, Wendell S.	"	"
Martin, Pablo A.	"	"
Ono, Miyuki	Meat Cutter	"

Transfers To Other Regions - September-December 1959

Chadwell, Charles E.	Supv. ATC Spec.	Airspace Allocation Branch - Washington, D.C.
Collins, Max F.	Elect. Engr.	Washington, D.C.
Roberts, Joseph E.	ATC Sp. (G)	Fairbanks, Alaska
Owen, Ellsworth	Elect. Tech.	FM Systems Eq.Div. Washington, D.C.
Martin, Donald C.	EMT	Oklahoma City, Okla.

Health Benefits Program Shifts Into High Gear

The task of putting the Federal Employees Health Benefits Program into operation by July is one of the biggest that has ever faced the Civil Service Commission. With some 1,800,000 employees and about 2,200,000 employee dependents expected to be enrolled, it will be the largest employer-sponsored health benefits program in the world. It will also be one of the most complex because of the variety of benefits plans that will be offered.

To meet the July 1960 deadline for establishing the program, the Commission has set up this time-table of approximate target dates:

- By March 1--Complete contract negotiations for the Government-wide service benefits plan and the Government-wide indemnity benefits plan. Decide which non-Government-wide plans, including those offered by Federal employee organizations, are eligible to participate in the program.

- By May 1--Make available to agencies for distribution to employees detailed informational literature on the benefits plans that will be available.

- By June 1--Begin enrollment of employees eligible for the program.

The program will go into effect for employees on the first day of their first pay period after July 1.

The Bureau of Retirement and Insurance is now involved in a great deal of activity looking toward meeting these self-imposed target dates. Exploratory meetings are now being held with representatives of Blue Cross and Blue Shield, The Blue Cross-Blue Shield national organizations, with their local affiliates, will be the carriers of the Government-wide service benefits plan and will enter into a contract with the Civil Service Commission for this purpose.

Contract negotiations with the insurance company, which will write the indemnity benefits plan, began last month. The Commission hopes to select the carrier of this plan shortly.

Aetna Life Insurance Co. of Hartford, Conn., has been selected as the carrier of the indemnity benefit plan for the FEHB program. Under the Act, the carrier must reinsure with other health insurance companies eligible to participate in the program.

The Bureau is also moving as rapidly as possible in considering health benefits plans of Federal employee organizations. About 30 employee groups have

already applied to participate in the program. By the December 31, 1959 deadline for these groups to apply, it was expected that similar requests from additional organizations would be received. In connection with these plans the Bureau will soon schedule meetings in Washington, D. C., with official representatives of the employee organizations to keep them up to date on the progress being made and to discuss problems that may arise in working out the program.

These meetings will be in addition to those that are being held almost weekly with the Health Benefits Advisory Committee appointed by the Commission to advise it on health benefit matters of concern to employees. The group represents all employees, both organized and unorganized.

The Bureau also expects to meet the March 1 deadline in approving any comprehensive medical plans that may be submitted. These are either group-practice prepayment plans or individual-practice prepayment plans. More than 75 of these associations have been asked to contact the Bureau, if they are interested in participating in the health benefits program.

Progress is also being made in other areas which relate to the target dates. Plans are shaping up for providing Federal employees with detailed information about the benefits plans that they may choose from. This information will be worked up in a form which will permit you to compare features of the various plans in order to select the one which best fits your own particular needs. This information will be distributed on an individual basis.

Early this month, representatives from the Commission's 11 regional offices met in Washington for a two-week training course on the health benefits program. These representatives then returned to their regions where they made themselves available to assist agency field establishments.

The June 1 target date for beginning employee enrollment under the health benefits program will be revised to an earlier date if it is at all possible. In connection with this and other target dates, one of the biggest jobs underway is writing regulations to govern the operation of the health program.

Eligible employees who elect to participate in the health benefits program will be covered under the plan they select beginning on the first day of their first pay period following July 1, 1960. Deductions from their pay checks to cover their share of the subscription costs will also begin in that pay period. For most employees this date will be July 10.

Proposed Personnel

Legislation By FAA

In a memorandum to the Heads of all Offices, Washington and Field, Mr. Pyle requested that all FAA personnel be informed as to the current status of the Agency's proposed personnel legislation.

Up until early last month, information had not been released because current discussions could well have resulted in substantial changes in the Agency's thinking, and publication of findings or recommendations would be premature. However, recent statements in the press, unfortunately not accurate in some respects, have made it desirable to let you know the general direction of Agency thinking, and the basic principles on which current proposals are based.

- In keeping with expressed Congressional intent, FAA is seeking to meet its personnel needs without changing the civilian status of the Agency or its employees. There is no intention to "militarize" FAA employees in any sense, at any time.

- FAA employees will stay within the basic civil service merit system. This means that they will keep their Government civilian career status, rights, and benefits.

- If they are to be available to FAA to carry out defense missions, essential FAA employees cannot maintain any conflicting obligations. Therefore, the Agency plans to propose that all essential employees be required to relinquish membership in military reserve organizations. At the same time, the Agency is aware of employee equities in this regard and takes the position that every effort should be made to provide appropriate compensation for loss of military reserve benefits.

- The required response to defense needs also demands that FAA demonstrate that its essential employees will be on the job whenever needed. For this reason, current proposals would place some restriction on the right of essential FAA employees to resign or be willfully absent from duty in periods of emergency or war.

- In accordance with the mandate of Congress and our continuing interest in the welfare of our employees, we are exploring the need for changes in pay and other employment benefits.

FAA AND INCENTIVE AWARDS--FISCAL YEAR 1959

EDITORIAL FLY-BY

At the close of fiscal year '59, the Federal Aviation Agency ranked seventh among all Government agencies in terms of employee participation in the suggestion program. On a Government-wide basis, 164 employees per thousand submitted their ideas for improving Government operations. In the FAA, 173 employees per thousand submitted suggestions.

A total of 557 suggestions were adopted in the FAA during the fiscal year, and \$23,935 was paid to employees for their adopted suggestions. The average FAA award was \$43 compared to the Governmentwide average of \$28.70.

The net first year dollar benefits attributed to the 557 adopted FAA suggestions amount to more than \$200,000 plus important benefits which cannot be measured in terms of dollars (such as improved safety and health conditions).

As to the granting of superior performance awards, the FAA ranked 13th among all Government agencies in terms of the per cent of employees receiving such recognition. An average of 27 FAA employees per thousand received superior performance awards during f. y. '59 as compared to the Government-wide average of 28 per thousand. The average FAA award was \$186.21 compared to the Government-wide average of \$162.26.

The FAA granted 52 awards totalling \$7715 for special acts and services during the fiscal year.

In terms of the per cent of employees submitting suggestions during the fiscal year, there was quite a range between the various organizational segments. The high figure was 23.5% of employees submitting suggestions; the low figure was 10.1%.

It is interesting to note that a high participation rate did not necessarily result in a high rate of adoption. For example, the Washington office led all major segments of the FAA in terms of the per cent of employees submitting suggestions--23.5%. On the other hand, the Washington office ranked eighth as to the per cent of suggestions adopted. Another example: the Aeronautical Center ranked ninth in terms of employee participation, yet it ranked first as to the per cent of suggestions adopted.

As to awards for sustained superior job performance, again there was quite a range among the major segments of the FAA. The high figure was 5.76% of employees receiving such awards to a low figure of .66%. On an Agency-wide basis, 2.74% of FAA's employees were recognized for sustained superior job performance.

If the Government-wide figures for f. y. '59 are to be used as the yardstick, then we had a good year in the FAA. We need not be embarrassed; neither can we afford the status quo. We are dynamic and expanding, and our Incentive Awards program must maintain the same forward pace.

A closer analysis of the above figures reveals certain needed points of emphasis which we cannot afford to overlook during this fiscal year. Less than three per cent of our employees were recognized for sustained superior job performance. Granting that this figure compares favorably with the Government-wide average, what does it really mean for the FAA? The 2.74% figure roughly represents one employee out of every 36. Does this mean that in no instance did the job performance of the remaining 35 substantially exceed the performance standards--or does it mean that only a portion of our employees who deserved the recognition received it? We believe the latter is the case. If so, why?

WHAT IS THE ANSWER?

We do not believe the answer is economy. Even though such awards are rather expensive, the Government Employees Incentive Awards Act clearly shows that Congress is convinced that truly superior job performance results in increased dollar dividends to the Agency that by far offset the cost of the award.

Could it be that many supervisors either do not know how to recommend employees for sustained superior performance awards or else do not wish to get caught up in the so-called red tape of submitting justifications?

Few things are so demoralizing to an employee who knocks himself out on the job than feeling a less worthy (in his own estimation) employee get a superior performance award when he himself is passed over.

If such awards are not granted across the board strictly on the basis of merit, then they lose their high potential value as incentives and become a negative influence. This is a principle we cannot afford to ignore. In authorizing such awards, the Congress and the President clearly intended that they be used--judiciously--and they are incentives only if they conform to the above principle.

To become more judicious in our handling of such awards, we must so educate and discipline ourselves--supervisors and employees alike--that we can confidently expect that those who truly merit such awards will surely receive them. There can be no middle road.

AIM FOR QUALITY

As to employee suggestions, we must aim for better quality. Our rejection rate is too high. How can we achieve this increase in quality? One way would be to keep employees informed as to agency

problems and specific areas in which the agency needs and seeks employee advice. Too often we hear employees say, "I would like to submit an employee suggestion and I will as soon as I discover a problem." Management (at all levels) might experiment with taking some of its problems directly to employees. For example, the supervisor of a small unit might post or circulate a memo (on an as-needed basis) which would invite employees to submit their ideas for improving certain operations which somehow are deficient in spite of everyone's best efforts.

Employees would be invited to first discuss their proposed solutions with the supervisor (or others most directly concerned with the problem) and only those suggestions which appear to have merit would then be submitted through official Incentive Awards channels. This type of operation would not restrict the totally independent employee suggestion and would have several important advantages: (1) employees could direct their thinking into clearly identified problem areas, (2) the agency would have the benefit of concerted efforts at problem solving, and (3) the Incentive Awards machinery would not become bogged down with suggestions that have no merit.

No one has claimed that the Incentive Awards Program is a cure-all for anything. No one has claimed that some employees do their jobs in a superlative manner just to qualify for an award--yet psychologists and social scientists alike universally agree that the need for recognition is a powerful human drive. Recognition can be granted in many ways--not the least of which is a cash award or an engraved expression of appreciation for a job well done.

Let's make our record for 1960 an outstanding one.

Aviation Publications

The Superintendent of Documents reports that sales of FAA publications to the public in fiscal year 1959 totaled \$428,999--an increase of 10 per cent over the CAA total for fiscal year 1958.

A large part of this total can be attributed to sales of Civil Air Manuals. The Agency is in the process of converting from the volume system of CAMs used by CAA to an individual manual system.

Since January 1, FAA has issued 60 other general and technical publications. Latest project is the FAA annual report to the Congress which is scheduled for publication early next year.

Operating Positions In WNA Control Tower

At one time or another, your neighbor may ask you what goes on and who does what in one of FAA's control towers. If you make a mental note of the illustration, which shows the operating positions in the Washington National Airport Control Tower, chances are you'll be able to rattle off an answer something like this:

There are six positions and each is dependent on the other. The first of these, the "A" position, is known as Local Control. The controller issues airport traffic control clearances and information; clears aircraft for take-off and landing and handles aircraft operating under VFR conditions in the Control Zone. He guards all frequencies assigned to the position and provides the pilot with weather information when needed.

The "A1" position is known as the Military Coordinator. (This position is necessary at WNA due to the proximity of military fields.) This person handles all coordination with the military fields. Under IFR conditions, he handles all traffic for the military fields and acts as "back-up" man for the Local Control position.

The "B" position is also known as the Flight Data position. He copies and

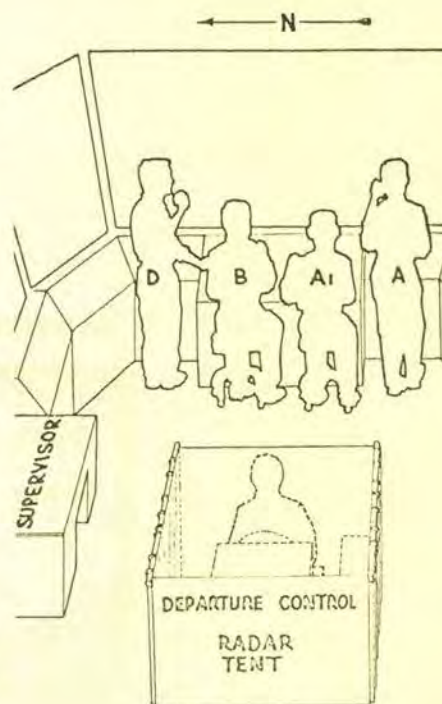
relays reports and information received over interphones and telephones; relays air route traffic control clearances and other control messages, and takes care of voice recorders. It is his responsibility to maintain airport traffic control operating forms and notify all concerned in case of emergency or accident.

The "D" position is known as Ground Control. The one who occupies this position furnishes aircraft with taxi instruction and supplies information concerning field conditions, altimeter setting, wind information and time checks. He provides the pilot with weather information when necessary and handles all aircraft and vehicular traffic operating on the field to and from the active runway.

The Radar Departure Control position handles all traffic departing on an IFR flight plan. It provides radar separation between all aircraft on an IFR flight plan and gives traffic information as necessary.

The Supervisor does just what the name implies. He supervises the over-all operation of the tower. He also relieves the controllers from the position when necessary and makes all assignments to the operating positions.

The illustration shows the various posi-

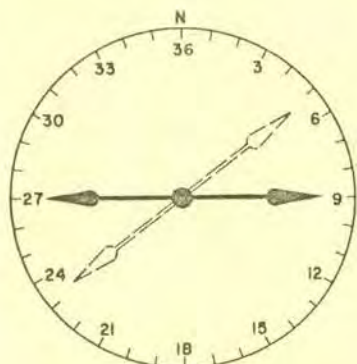


tions when traffic is landing to the north. When landings are made to the south, controllers change positions. This would place the "A" position on the north end of the console. To the south of him would be the "A1", "B" and "D" positions.

NUMBERING SYSTEM FOR AIRPORT RUNWAYS IS NO REAL PROBLEM

How many times have you wondered about the runway numbering system used at airports? For those interested in a clarification of what is meant by Runway "3-21," or "17L-35R," etc., Region Two's September 1959 issue of the SCANNER has the answer. Here is what they had to say.

First, imagine the dial of a clock as being graduated into 36 hours rather than 12, with the number 36 at the top.



This corresponds to a compass rose with north or 36 (360°) at 12 o'clock; east or 9 (90°) at 3 o'clock; south or 18 (180°) at 6 o'clock; and west or 27 (270°) at 9 o'clock.

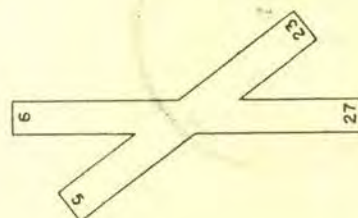
Still using your imagination, picture the clock as having only one hand which is pivoted in the middle and extended across the face of the dial with points at both ends. You will note that when the hand rotates, the points are always 180° apart. By interpolating to the nearest 10° and dropping the zero for brevity, 180° becomes 18, and 360° becomes 36, etc.

By considering that the runway alignment is along the straight line of the clock hand, you are able to rotate the hand to match the known compass bearing of the runway and read the numbers at each end. For example, an east/west runway alignment would be numbered 9-27, and an approaching pilot receiving landing instructions by radio to use Runway 9 would immediately have a mental picture of his landing from west to east on an E/W runway. You will note from the sketch, that the numbers are inter-

changed to indicate the landing direction on the approach end of the runway, which coincides with the compass heading of an aircraft on final approach.

The letters "L" and "R," as in Runway 17L-35R, merely denote that the airport has parallel runways, and distinguish between the two by indicating "L" for left and "R" for right on the approach ends.

This runway numbering system was originated by the late Russ Delaney about 1940 in the old 5th Region at Kansas City. The Airports Division at that time prepared the narrative explanation and drawings which resulted in its formal adoption.



NO BETTER WORDS TO DESCRIBE "BROTHERHOOD"



RECEIVED
FEB 23 00 00 260
REGIONAL ADMINISTRATOR
8TH REGION CAA
ANCHORAGE, ALASKA

Asst to the Regional Manager
FIFTH REGION
RECEIVED
MAR 17 1960
FAA
ANCHORAGE, ALASKA