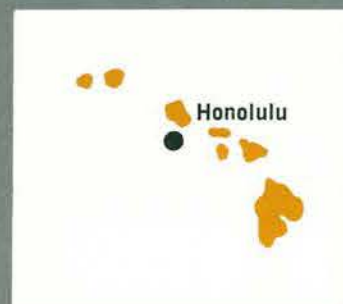


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FAA WORLD

VOLUME 1, NUMBER 3

MARCH 1971



PACIFIC
Honolulu
Square miles 12 million+
Field jobs 1,451
Airports 70
Centers 2
Towers 7
FSSs 5
FSFOs 10
Sectors 13



ALASKAN
Anchorage
Square miles 586,400
Field jobs 1,675
Airports 702
Centers 2
Towers 7
FSSs 34
*FSFOs 6
Sectors 8

NORTHWEST
Seattle
Square miles 248,730
Field jobs 1,552
Airports 630
Centers 1
Towers 18
FSSs 18
*FSFOs 9
Sectors 11

WESTERN
Los Angeles
Square miles 383,142
Field jobs 4,915
Airports 1,044
Centers 2
Towers 43
FSSs 37
*FSFOs 24
Sectors 27

ROCKY MOUNTAIN
Denver
Square miles 581,927
Field jobs 2,571
Airports 832
Centers 3
Towers 18
FSSs 35
*FSFOs 10
Sectors 17

CENTRAL
Kansas City
Square miles 285,467
Field jobs 2,355
Airports 1,051
Centers 1
Towers 16
FSSs 32
*FSFOs 11
Sectors 10

SOUTHWEST
Fort Worth
Square miles 560,551
Field jobs 5,451
Airports 1,682
Centers 3
Towers 49
FSSs 46
*FSFOs 24
Sectors 23

NORTH CENTRAL
Chicago
Square miles 332,351
Field jobs 6,305
Airports 2,069
Centers 4
Towers 53
FSSs 36
*FSFOs 26
Sectors 21

SOUTHERN
Atlanta
Square miles 386,723
Field jobs 7,886
Airports 1,293
Centers 6
Towers 64
FSSs 56
*FSFOs 23
Sectors 25

NEW ENGLAND
Boston
Square miles 66,808
Field jobs 1,530
Airports 451
Centers 1
Towers 18
FSSs 9
*FSFOs 7
Sectors 8

EASTERN
New York
Square miles 180,444
Field jobs 5,484
Airports 1,341
Centers 2
Towers 43
FSSs 38
*FSFOs 23
Sectors 26

***Flight Standards Field Offices:**
General Aviation District Offices
Air Carrier District Offices
Engineering and Manufacturing District Offices
Flight Inspection District Offices
Flight Standards District Offices
Aircraft Maintenance Bases
International Field Offices

SPECIAL NEW REGIONS ISSUE

GETTING THE SHOW ON THE ROAD—A Team Effort



Secretary of Transportation, John A. Volpe
Administrator, John H. Shaffer/Associate Administrator for Manpower, Bertrand M. Harding/Editor, Clifford Cernick/Associate Editors, Thom Hook and Theodore Maher/Editorial Assistant, Carol Lencki.

MARCH - 1971

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THE COVER: Color map shows FAA's new regional structure and handy, thumbnail facts on each region. Readers may wish to save this issue for future reference.

The New Regions Come Aboard ... and welcome to you!

This special issue of your new FAA WORLD is devoted solely to the FAA regional reorganization program. The purpose of this edition is to provide you with the latest available information to help you appreciate the "why" of this important organizational change.

All of us are keenly aware of the intense personal interest in this reorganization. A number of people have been understandably concerned about the effect it will have on their jobs, their families, and other aspects of their lives. While all the individual questions have not been resolved, we are well on the way toward an orderly implementation of the program.

We have given careful consideration to every employee comment. Every effort has been made to thoroughly understand the employee's point of view and to implement his suggestions wherever possible. We have always tried to keep in mind the special problems some of you face in relocating—leaving homes and finding new ones, uprooting yourselves from friends, from churches and schools. We know this is not easy, and we are deeply appreciative of the cooperative attitudes which have been displayed in every case.

As most of you know, we are restructuring our Regions to comply with President Nixon's plan to establish a common Federal field alignment. This regional realignment will provide a more effective field organization throughout the Executive Branch and make it easier for citizens to conduct their business with the government and easier for the government to deliver all of its services.

We have tried, through our Bulletins, to keep you informed on all developments, and we certainly plan to continue. To help you get the reorganization picture clear in your mind, however, I hope you and your family will read this special issue of FAA WORLD.

Success is a tradition in the FAA because of the dedication and hard work you put forth. I know the reorganization of the regions will be another successful accomplishment of the agency.


JOHN H. SHAFFER
Administrator

New
England
Region



Looking down from a plane at night
you see the lights of the cities
all the way from New York to Boston
because this is one of the places . . .

Where The People Are

By Theodore Maher
Associate Editor FAA WORLD

NOWHERE in the country can you fly over so many people in so short a time as you can in the 50-minute trip from Washington to Boston.

After we left New York, the night was clear. Beneath the left wing, the distant lights of the super city's suburbs sprawled over into Connecticut, the southernmost state in the New England Region. New Haven, Hartford, Providence and Boston were indistinct clusters of light connected to each other by vast, criss-crossing corridors formed by the lights of lesser cities and suburbs.

Next morning when I sat down to talk to New England Regional Director Ferris Howland, I didn't have to be told how concentrated his region was. I had seen it written in lights the night before.

The former Deputy Director of the Air Traffic Service seemed at home in the region's future headquarters, currently the Boston area office, located in Burlington, halfway between Boston's Logan Airport and the Boston Center at Nashua, N.H.

Discussing the job situation in the region, Howland said positions were being provided for all area office staff members who wished to stay. So far, none had asked for transfer.

"We'll be adding new people, of course," Howland said. "By the time the transition is completed, I expect our staff here to increase appreciably. Most of the new employees will be transferring from the Washington and Cleveland area offices."



Getting to know his new region is New England Regional Director Howland, who was former Deputy Director of Air Traffic Service.

Howland hopes that chiefs of operating divisions—air traffic, flight standards, airports and maintenance—will be aboard by April 2. Other employees will be arriving throughout the spring and summer. "By September, we should be squared away," he said.

The transition from area to regional jurisdiction will go smoothly, Howland predicted, with no interruptions in service to the public and virtually no inconvenience to FAAers in field positions.

"We will be doing our utmost to solve such problems as delays, noise and pollution," he said. "We will also be working to create a climate in this part of the country that emphasizes the advantages and the positive side of aviation."

Later, Acting Area Manager W. E. (Bing) Crosby told me that Boston was the agency's first area office. Personnel who took part in the "Project Focus" trial run in 1964 formed the nucleus of the area office staff when it was organized in September 1965.

Crosby also pointed out that the six states making up the region contain some of the busiest air routes, airports, seaports and recreation areas in the world.

Most employees I talked to look with favor on the coming changeover to regional status. They liked the idea of becoming a more independent entity and having a more direct line of communication to Washington.

As one of them told me: "I feel we're getting up in the world."

"A new region . . . A new road . . ."

By Ferris Howland

Director, New England Region

AS WE prepare, officially, to launch the new FAA regions I'd like to call your attention to one advantage possessed by those who will be participating. That advantage is a fresh start.

Employees and managers in the new regions have been given a chance to begin anew in carrying out the agency's unchanging mission.

The new regions are more than a realigned pattern of geographical boundaries encompassing a certain number of FAA offices and facilities. I choose to look at them, instead, as teams of dedicated individuals, each possessing a rich variety of badly-needed skills and capabilities.

Each of these employees will enjoy a fresh start on the road to achievement. Each will go forward under a new chain of command to work on new programs and strive toward fresh objectives.

They will have the opportunity to apply new vision to their tasks—a chance to seek out new avenues toward efficiency and accomplishment.

Management, too, will have the advantage of new beginnings on many fronts. For example, there are innovations in the vital field of communications—new and different ways of keeping employees well-informed about agency policies and programs.

We will be taking a new look at the people we serve—the aviation community—with a view to serving that community better.

There is a dynamic quality, a sense of excitement in taking a new road for the first time. None of us can be certain where it leads or where the rough spots are, but even so it fascinates us and draws us on.

It is a real privilege for me to travel this new road with you. I look forward to a happy and productive journey and one that is full of promise and challenge.



The New England Region will take over the area office building. The snow is typical of the New England winter.



On the eve of the changeover to regional status, Acting Area Manager W. E. (Bing) Crosby and Mrs. Cathy Denomme of the office staff keep current on area affairs.



Making plans to reorganize files for the new region are Secretary Dorothy St. Jernquist and Director Howland.



Helping to organize recruitment campaigns for the new region will be Herman T. Wells, FAA Equal Employment Opportunity Specialist, and Miss Lucy Fabbo, Personnel Management Specialist.

DIRECT LINE

DIRECT LINE welcomes your questions. If something's bugging you and you've been unable to get help through regular channels, send us your letter. We'll do our best to get you a straight-from-the-shoulder answer.

How can I get a better job? . . . The lowdown on upgrade training . . . Unscrambling travel regulations . . . And the new digital data communications system . . .

Q. An agency message (GENOT 0/112) referred to upgrade training at air traffic facilities. Can you explain the term "upgrade training?"

A. The term "upgrade training" normally refers to qualification training for trainees and developmental air traffic control specialists designed specifically to enable them to progress, on a scheduled basis, to full performance grade level.

Q. Would you please explain the basic working functions of the new digital data communications equipment. Will a lot of voice communications be eliminated?

A. Basically, the aircraft is provided with special equipment which, when activated or queried by special ground-based equipment, transmits position data to ground stations in terms of longitude, latitude and altitude. This information then goes over telephone lines to a controller's display in an air traffic control facility. The equipment is being tested at the Oakland Center to give the agency information on its operational functions and its reliability. Only after thorough evaluation can decisions be reached on the reduction of voice communications requirements.

Q. It seems there is no hope of my ever getting out of my GS-3 clerk-type position. My experience prior to going to work for the FAA convinces me I could easily qualify in such fields as personnel administration, personnel staffing or position classification. I successfully completed the Federal Service

Entrance Examination twice in the past 10 years. Is the FAA going to publish guidelines on this matter to help people like myself who are in run-of-the mill jobs?

A. Such guidelines already exist. They can be found in the Merit Promotion Handbook and Internal Placement Handbook. However, your success in using these programs as stepping stones to advancement depends largely on how well you, as an individual, compare with other applicants who are also interested in obtaining better positions. The willingness of an employee to move to other areas can also be an important factor because opportunities for which you can qualify may not exist in your immediate geographical area. Although the Federal Service Entrance Examination has not paid off for you, it has been used successfully by many employees as their entree into higher level positions. Why not check with your supervisor or your personnel office for guidance on jobs for which you might qualify? Keep trying—and good luck!

Q. On May 5, 1969, I had a permanent change of station. This necessitated my selling and buying real estate. I closed the loan on the real estate at my new duty station on July 24 1969 and was reimbursed for an item called a "loan origination fee." This was in accordance with the Travel Handbook. A year later, the accounting division informed me that because of a change in the handbook, the loan origination fee was no longer reimbursable and had not been since June 26, 1969, the date the change took effect. I was not aware of the revised regulations. Can I get a waiver so I won't have to repay the loan origination fee?

A. We are sorry, but you will have to make reimbursement. No law or regulation allows waiver of collection for an erroneous payment made to an employee in connection with reimbursement of travel or real estate expenses. The Comptroller General has held that it is immaterial that the employee was not aware of the revised regulations which became effective during the time between the date of his contract and the settlement date. You may wish to look up regulations governing this matter. They are contained in the Office of Management and Budget's Circular No. A-56, Revised. Transmittal Memo 5, dated June 26, 1969 (Circular A-56) provided several significant amendments to change of station allowances effective on or after June 26, 1969, including elimination of the loan origination fee from the listing of reimbursable expenses.

Because of requirements for this 'New Regions' issue, "Letters to the Editor" and "What's New at Hq." will resume next month.

Northwest Region



There's plenty of action and lots of rugged country in the region...

Carved From The Frontier

By Cliff Cernick
Editor, FAA WORLD

ONE of the first things you see when you arrive in Seattle by air is the massive terminal-area construction job being pushed forward to create a futuristic, efficient passenger complex.

And after you're in the Northwest a while you become aware that the new region will have little difficulty in attracting and keeping highly-skilled employees. Within easy driving distance of such major cities as Seattle, Portland, Tacoma, Spokane and Boise are vast sections of wilderness which remain, for the most part, as untouched as when Lewis and Clark passed through.

Ski resorts and other recreation areas in the sky-scraping Olympic and Cascade mountain ranges are only an hour or two away from most Northwest cities. Housing at reasonable rates is easy to get.

Though Seattle at present is having rough sledding economically, aviation continues to expand and the need for FAA services continues to increase year by year. The Northwest is a "flying" place.

Interim headquarters of the new Northwest Region are in an old, but comfortable building near Boeing Field's air terminal. Across the field lies part of the vast Boeing complex—Seattle's chief industry.

At the headquarters building (still the Seattle Area when I visited), I sensed immediately an atmosphere of brisk activity and enthusiasm. Typewriters sounded a pleasant staccato. Down the hall, an air traffic planning conference was breaking up. In a glassed-off room near the entrance, under the watchful eyes of General Aviation personnel, several young men were



Paying a visit to Seattle Flight Service Station is Regional Director Walk (standing, second from right). He is shown chatting with Watch Supervisor Patrick A. Girard after getting acquainted with Richard S. Keefe and Trainee Steven A. Nightengale (right).

taking their written exams. Upstairs, George Sanders and other members of the top staff were busily cranking out budget estimates. At virtually every office I visited there was a sense of brisk, gung-ho activity.

Regional Director Chris Walk considers the task of launching the new region both a challenge and an opportunity. He is devoting to it the same managerial know-how and can-do attitude that moved him up the agency ladder to positions as New York Area Manager and later as Deputy Director of the Aeronautical Center.

"Reorganization challenges us to provide our highest calibre of leadership," he said. "We are being given a golden opportunity to put into practice concepts that will help build a better agency."

One thing Walk hopes to achieve is better two-way communications with employees based on a regard for employees as individuals. He is determined to bring about a people-oriented organization.

"We are fortunate to be in a dramatically-growing aviation environment," he said. "Real progress can be made if enthusiasm and determination are brought to bear and if we address ourselves to regional problems with a real sense of urgency."

The smaller geographical area of the Northwest Region brings management closer to field employees, he pointed out, making it possible to give closer attention to both employee problems and organizational problems.

Walk and his staff have a big job cut out for them. But they are rolling up their sleeves and approaching the future with genuine enthusiasm.



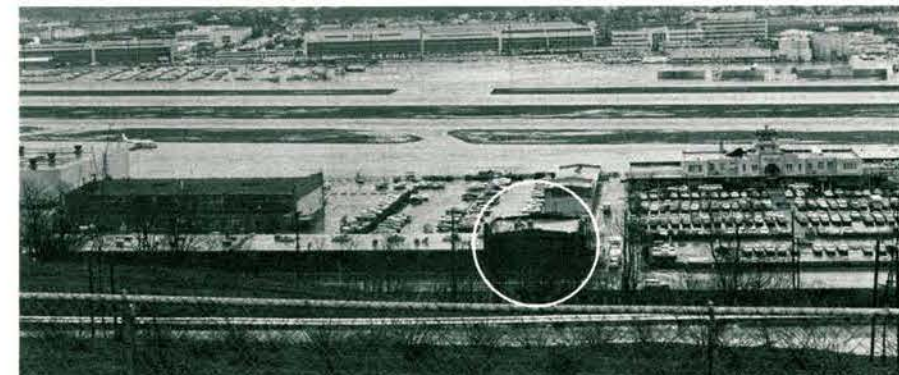
Even before the reorganization gets in full swing, there's mail at Western Region headquarters for the new Rocky Mountain and Northwest regions, and Mail Clerk Timothy Lane distributes it.



Making the rounds of facilities in the new Northwest Region, Director Walk meets with as many employees as he can in all job categories. Here he chats with Seattle Electronics Technician Joseph F. Collins.



Planning the many complex changes required in the regional reorganization took many long work sessions at Western Region Headquarters in Los Angeles. Here, Northwest and Rocky Mountain personnel problems are discussed by (standing left to right): James Nielson, Executive Officer; Donald Waldron, Special Projects Officer; Fritz Sperling, Chief, Placement and Glyndon Riley, Chief, Personnel and Training Division. Other Personnel and Training Division officials (seated left to right) are Frank Dailey, Chief, Employment Branch; Ross Burnett, Chief, Employee-Management Relations Branch; Frank Baker, Pay and Classification Specialist and Robert Gunn, Assistant Division Chief.



Northwest Region Headquarters is located in the long, low building in foreground (marked by circle). Part of Boeing's giant Seattle complex can be seen across Boeing Field.

"... sharing the busy adventure..."

By Chris Walk
Director, Northwest Region

At the outset, I want to emphasize that in accomplishing FAA's mission in the new Northwest Region, we are going to be deeply and sincerely concerned about FAA employees as individuals. Our concern will extend to their problems, their goals, their successes and, yes, their failures and mistakes. In any can-do organization, people are going to make mistakes. We will learn from

them and our region will be the better for it.

Providing good, two-way, person-to-person communication will have top priority. We'll be interested, too, in feedback—the employee's reaction to agency policies and programs. We'll be looking at employees' job problems—anything that's bugging them. We will try to solve these people-problems creatively and imaginatively.

The same approach can be applied to virtually every task we face. Our responsibilities can be carried out with a sense of challenge and adventure. There is no law that says work has

to be drudgery. It can be fun. It can be filled with the spirit of discovery, invention and creativity.

This spirit can be carried over to our dealings with the people we serve. Our objective will be to accomplish our mission with a sense of urgency and responsiveness that will meet the needs of the aviation community, general public and our own employees.

In the days, months and years ahead, we have much to learn, much to create, much to discover. Many problems will be solved and many good things will happen.

In that spirit, I look forward to sharing with you the busy adventure that lies ahead.

FAA FACES & PLACES



First Chief Remembered—A quartet of FAAers who earlier in their careers worked under the late Isaac R. (Ike) Jones, first chief of Orange County Tower, stand by the road recently named for him. Honoring their onetime chief, who after seven years there went on to head Tucson Skyport Tower, are (from left): Orange County Tower Chief Jack Denene, Specialists Robert Richards and James Goussy, and Watch Supervisor Fred Johnson.



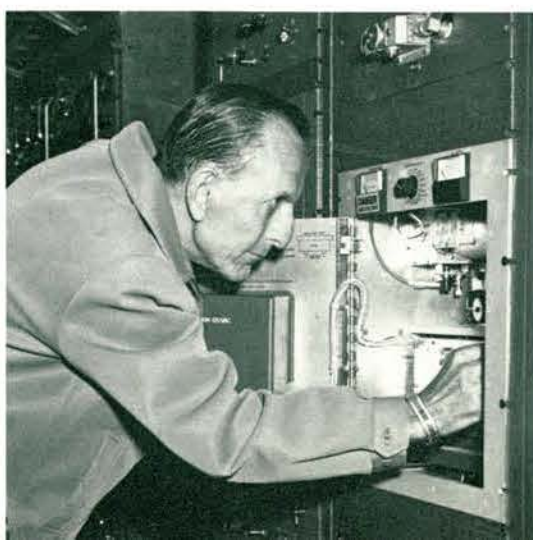
Found! Found At Last—Jeff and Ryan Butcher hug their "lost" dog, Tinker. The pooch was returned to them through the efforts of Salt Lake City Area Office employees. Another few days in the freezing temperatures, and this story might have had a far less happy ending.



CHANGE OF FACE—In his leisure time, San Antonio, Tex., Tower Controller John Norris entertains children in area hospitals as a clown who does magic tricks. One hospital videotaped his performance for closed circuit television. At right, Norris is seen on his tower job.



Hawaiian 'Happening'—A two-day Air Show at Honolulu International Airport drew numerous visitors to the new FAA tower cab console. Tower Controller Marty Coddington shows visiting youngsters how to "get the word" by listening to the telephone, over which a taped message explains the display. Background photos show Washington, D.C.'s National Airport.



Improves Communications — For devising and installing a system to maintain radio signals at an acceptable audible level through a Remote Receiver site, Electronic Technician Bruce Lankford has saved the agency nearly \$49,000. For this work out of Anchorage International Airport Sector 170, the Alaskan FAAer recently received a \$950 Special Achievement Award.



Then Came Brunsons—Attending mid-winter Boeing 727 jet refresher training at the Aeronautical Center were Air Carrier Operations Certification Inspectors Charles (Chuck) and Samuel (Sam) Brunson (right). The brothers Brunson have since returned to different FAA regions after completing training—Chuck's now in Dallas; Sam's in Miami.



Graphic Art 'Thank You's'—Notes of appreciation from some of the 8,000 school children of the area who visit Tucson Tower yearly are admired by Chief Carl Swanson, Jr., (right) and Charles Broman, general manager of Tucson, Ariz., International Airport. Work shown was from fourth graders at Booth School.



Failsafe Communication—Look over the first of 285 transceiver units for back-up emergency communication (BUEC) destined for Air Route Traffic Control Centers are (from left): ITT program engineer Dick Schwartz; FAA Program Manager Dan Hamilton, SRDS; and ITT design engineers Dan Michnay and Ralph White. The first full system, backing-up primary remote communication air/ground (RCAG), will be tested at Oakland.



Quicker Work Force Info—Learning how to use the new automated Manpower and Personnel Information System, scheduled to go into operations next year, are Melva Scruggs (left), assistant to the system manager in the Eastern Region, and Betty Lecorchick, System Manager in the Alaskan Region. System managers and some of their assistants spent three weeks in Washington during the recent training session and will return for another session this month.

Locally-Designed—Looking over a new Horizontal Plan Position Indicators (HOPPI) radar display at the modernized Austin, Tex., RAPCON at Bergstrom AFB are (from left): Tower Chief Ray Sherfy, Southwest Region Director Henry L. Newman and Houston Area Manager W. E. Peterson. ATC Specialists Amando Ramos (seated left) and Reed Miller are working the radar. Specialists in the background are (from left): Jimmy Havins, Bob Myer and James Moore.

Rocky Mountain Region



So you're transferring to the Rocky Mountain Region? How lucky can you get?

Region In The Sky

By Thom Hook
Associate Editor, FAA WORLD

YOU'VE probably heard the old gag about leaving an airplane at 5,000 feet without a parachute and surviving—all you do is step out of an airplane on the ground at Denver, the "Mile-High City."

The thing that characterizes most of the geography within the confines of the new Rocky Mountain Region is that it's high and very often vertical.

Long before your airliner enters the pattern at Stapleton International, your vision is captured by the striking panorama of the snowcapped, jagged 14,000-foot peaks along the Continental Divide.

Even more impressive is the aviation tempo on the ground. Stapleton International's traffic expanded nearly six per cent in calendar 1970—a year when many large airports had a decline. Numerous trans-continental airline routes converge at Denver. Three airlines—United, Frontier and Aspen Airways—are certificated in the new region. Winter and summer recreation activity have boomed the business of airlines serving resorts in the Rockies.

The new region is a busy place air-wise and the FAA has a big job to do. The region's domain includes 832 airports, 33,845 airmen, 8,360 aircraft, 134 pilot schools, 234 air taxi operations and 666 agricultural operations.

Entrusted with the stewardship of this vital chunk of FAA's responsibility is six-foot-three Merv Martin, born in California and reared in Oklahoma. Before joining the agency, Martin served six years in the Navy, including flagship duty in the Pacific in World War II. A dedicated career man, he has held a series of key



Examining the instrument-studded cockpit of a Boeing 737 Procedures Trainer is Director Martin (second from left). The trainer is at United's Flight Training Center, for which airline the area office holds the operations certificate. Accompanying Martin are (from left): United's Bob Johnson, Acting Area Manager Jaime D. Serra and FAA Air Carrier District Operations Inspector John Reynolds.

positions leading up to his appointment as Director, Systems Maintenance Service in January 1967. In that position, he managed programs responsible for keeping 8,000 air traffic control and navigation facilities functioning smoothly.

Since arriving in Denver, Martin has been busy getting to know the aviation community better, attending aviation meetings and processing the numerous studies and reports required to launch a new region.

Among his major objectives is retention of the region's excellent aviation safety record, a record achieved in the face of some of the world's most rugged flying conditions.

"We will continue to educate visiting general aviation pilots on the potential dangers of mountain flying," he said. "We want them to have a healthy respect for mountain weather conditions and to recognize the need for an oxygen supply when flying at high altitudes."

April 2 is the target date for incorporation of four major programs into the new region: air traffic, maintenance, general aviation and airports. However, Martin points out, most transfers of personnel will not take place until summer. Most of the new employees will be coming from Kansas City, Los Angeles, Salt Lake City, Minneapolis as well as other points.

"One thing is certain," Martin added, "Each of these new employees should enjoy living and working in one of the agency's most colorful and on-the-go regions. We already have the welcome mat out in anticipation of their arrival."

"... we will all work together ..."

By Merv Martin
Director, Rocky Mountain Region

I look forward to establishment of the Rocky Mountain Region and the challenge presented by reorganization and change.

The agency plans to achieve significant improvements in operational effectiveness through regional reorganization and I am confident that we will all work together to make this operation successful.

One field in which we must move forward is communications. Several efforts are underway to make agency communications more effective and the reorganization should make significant contributions. By eliminating one supervisory level, lines of communication—

both upward and downward—will be shortened. This should expedite the flow of information so crucial to meaningful understanding and harmonious relationships at all levels.

Another major area requiring improvement is Federal coordination. As we become more concerned with the quality of our environment, proper land use and total transportation systems, coordination of plans and programs among various Federal agencies is required. Such coordination will be expedited and be more effective after reorganization, since we will join a growing number of agencies having common regional boundaries and headquarters locations.

The major impact of reorganization will be felt by personnel at regional and area headquarters. Some will find it necessary to

relocate. Many must take on new responsibilities. These actions will be carried out in an orderly, timely manner with appropriate concern for both employees and agency operations.

The impact on personnel at field offices and facilities should be minimal. For some, it will mean new reporting points and slightly different procedures, but the so-called "firing line" has a history of getting the job done even when headquarters offices are in the throes of change. Though there may be a temporary decrease in regional headquarters effectiveness, I'm sure that over the long pull we can provide a high level of support to the field. With assured assistance from the Western and Central Regions, I am confident that the transition can be accomplished with a minimum of turbulence.



While continuing to work for the acting area manager, Secretary Kathleen Weider helps Director Martin during the transition period. In his 25 years with the agency, Martin has held increasing responsibilities in airports service, training and systems maintenance, with several tours in the Southwest, Oklahoma City and Washington Headquarters.



Key Denver Office personnel listen to report from Henry T. Kimbell, Jr., (second from right), Chief, Airports Branch, in weekly staff meeting. From left are: Gordon A. Mickelson, Chief, Airway Facilities; Tom Ashley, Chief, Flight Standards; Gerald A. Parker, Chief, Air Traffic; Kathleen Weider, Secretary; Jaime D. Serra, Acting Area Manager; Regional Director Martin; Dr. C. Dale Rea, Administrative Officer; Kimbell, and Eugene Lovelace, Area Personnel Representative.



Winter Park, one of half-a-dozen superb ski areas within driving distance of Denver, offers FAA families who enjoy skiing 33 different well-groomed, snowy slopes for schussing down the mountain.

—Photo by Bob Davis



Right in the middle
of the nation's
transportation hub is . . .

Big Chicago

THERE'S one thing you can say for sure about the new Great Lakes Region: Busy.

Your sense of the region's busyness begins when you land at O'Hare International Airport serving more than 14 million passengers annually.

Taxiing to the terminal you pass armadas of transports, painted with the markings of at least a dozen airlines. Row after row of aircraft of all types and sizes. A mammoth 747 suddenly dwarfs the ranks of 707s, 737s and DC-8s.

A bustling aviation community has clustered around O'Hare since it was built on the site of Orchard Airport 24 years ago. You travel to the headquarters of the new region over a four-lane highway that takes you past airport motels, office buildings, industrial parks and vast apartment cities.

Responsibility for FAA's role in this busiest of all regions—made up of six busy states—rests with Regional Director Lyle K. Brown.

Youthful-appearing Brown, who recently completed a three-year stint as director of the Alaskan Region, turned to a wall-sized map of the new region in his temporary office on the second floor and began to discuss aviation in the region.

"O'Hare—busiest airport in the world . . . Chicago Center . . . more operations than any other." The new region, he pointed out, tops the "busiest" list in seven of nine categories. The region's four centers logged five million operations in fiscal 1970—24 per cent of FAA's total center activity.

Brown has visited all four centers and numerous smaller facilities to talk to controllers, specialists, technicians, facility chiefs and other supervisors.



Air traffic experts get together in Chicago to plan the transfer of facilities to the region. From left they are Kenneth Hollinger and John Doerflinger, both of the Minnesota Area Office; Doyle Hegland, Keith Potts and Jack Koehler, all of Chicago; Donald Willis of the Cleveland Area Office, John Lee from the Eastern Region and Chet Sobczyk of the Central Region.

In gearing up for the tremendous activity and responsibility FAA faces in the new region, Brown expects to have all operating division chiefs and a number of other key executives aboard by April 2. The big influx of personnel into the region, increasing to a total staff of about 300, will come this summer. Meanwhile, Brown said, he will depend on assistance from personnel in the Eastern and Central Regions.

"We don't anticipate difficulty in getting the people we want," Brown said. "They will come mostly from the Minnesota and Cleveland Area offices and from Central Region headquarters."

To ease the transition for newcomers to Chicago, Brown had his staff prepare a fact packet and slide presentation which will tell newcomers to the region about such things as real estate prices, property taxes, schools, churches, rural communities, and recreational highlights.

Among those who have been working closely with Brown in planning the transition to regional status are Area Manager Paul E. Cannom, Assistant Manager J. F. (Jack) Wubbolding; Area Community Relations Director Neal Callahan and other members of the area staff.

They sketched the history of FAA activities in Chicago, pointing out that before the advent of the areas, Chicago had been an agency regional headquarters from the 1930s until 1953.

If you look at aviation statistics or population figures—any way you look at it, really—Lyle Brown and the personnel of the new Great Lakes Region have a real—BUSY—job cut out for themselves.

"For each, a part to play . . ."

By Lyle K. Brown
Director, Great Lakes Region

ESTABLISHMENT of the new Great Lakes Regional Office presents a rare opportunity and real challenge. A rare opportunity in that the building of a new organization such as this is a singular event that may only occur once in a career; a real challenge in that the complexity of aviation activity in this new region is the greatest in the administration. To insure a smooth overall transition, the understanding, cooperation, and teamwork of personnel at all levels in the organization are necessary. It is important that the changes be accomplished to insure the continuity of service to the users and with minimum impact on the employees involved. While it is true that some employees will be required to move to new locations, everything will be done to make the moves as pleasant and timely as possible.

The new region's most important assets are its dedicated employees stationed throughout the six-state area. It is paramount that the regional office be responsive to the needs of these employees, that we all converse freely and pool our efforts to provide the best possible service to users. The degree of efficiency we achieve in the region will depend to a large extent on how well we, all of us, work together as a team. We have a wealth of talent throughout the six states and it is important that each employee be given the responsibility and authority to accomplish assigned tasks. This we shall do.

I strongly believe there is no such thing as an unimportant person or employee—each of us has his part to play in this dynamic organization. Strength lies in mutual respect and confidence. Let's build on this foundation.

Working together, I am confident that we—you and I—can within a reasonable time develop this new organization into an effective, highly respected segment of the FAA—one that each of us can point to with pride.



Getting "hot copy" from the telecopier machine in the Area Office is Great Lakes Region Director Lyle K. Brown. Operating the machine is Karin Wieschalek and standing by is Chief Monty Davis, both of the Administrative staff.



Two veterans of the Chicago Area Office are Area Manager Paul E. Cannom (left) and J. F. "Jack" Wubbolding, Assistant Area Manager. Behind them is a painting of the new tower soon to go into operation at nearby O'Hare Airport.



The Area Office building is "framed" by Michele Ellis, secretary. The new region will use this space for quarters at least for a while.



Personnel plans for the new regional office are examined by specialists Al A. Fruechtl (left) and Andrew C. Hicks while personnel branch secretary Michele Ellis looks on.



Students at the FAA Management Training School will live in the right wing of the highrise classroom and training building, Shepler Hall. The classroom building at the right is currently being renovated for FAA use exclusively.

LAWTON: WHAT'S IT LIKE?

For all regions — those already established and those just taking shape — new opportunities in supervisory management are unfolding.

NEWLY-selected supervisors and middle managers can start making plans for a trip to Oklahoma soon. They will be among the first to get a boost up the professional ladder by attending the FAA's new Management Training School on the Cameron State College campus, Lawton, Okla. Also slated for a trip to the new school in the near future are supervisors and middle managers with no previous supervisory training.

Management trainees will "go to school" in a completely refurbished classroom building. While on campus, they will live in a modern, high-rise dorm, complete with a cafeteria and comfortable lounges.

The latest electronic teaching aids will be used, and the kind of real world problems that confront real world supervisors will be presented in the three-week course.

In some instances, problems or cases will be dramatized on video tape. Students will also attend lectures and hear talks by top level people, both on video tape and "live." Video tape will also be used to play-back classroom situations for evaluation.

Classrooms will be equipped with a student response system. When the instructor asks the class a question, each trainee selects an answer and pushes a button on his desk. When a correct answer is selected, a small light on a display panel signals the instructor that the student answered correctly. In this way, the instructor can tell at a glance which students are having difficulty.

The new school can be seen as the supervisory equivalent of the FAA Academy's technical training schools.

The thinking behind the new program goes something like this: FAA doesn't expect technicians to step into complex jobs without training, so why should supervisors be expected to step into their new jobs—in some ways even more complex—without specialized training?

The answer is: the need for specialized management



Preparing a video tape recording of a conference between Chief Aaron Rothman and George W. Seeburg is David A. Watson. All three are from the Management and General Training Division, Office of Training, and were instrumental in setting up the new training program.



This modern, spacious lobby will be the "back to school" managers' first view of their temporary home in Shepler Hall.

training has been acknowledged by FAA over the years and provided for to the extent possible. Now, for the first time, such training will be provided on a mandatory, across-the-board basis.

Why now?

There are several reasons. For one, recent events, such as the air traffic controller career study, pointed to the need for additional supervisory training. For another, the Academy is back in full swing again and it's time to take another logical step in our overall training program. A third consideration is the fact that our new Deputy Administrator, Ken Smith, is backing all FAA training programs to the hilt. His weight is beginning to be felt.

How will the new training be conducted?

Two basic training programs will be offered beginning with prototype classes next month. In terms of enrollment, the largest program will be for line supervisors having direct contact with employees.

By mid-June, when the program gets in full swing, nine of these classes are expected to be conducted on campus simultaneously. Each class will have about two dozen students.



The student responder to be used in the manager classes is demonstrated by Clarence Wright (standing) while W. M. (Bill) Jackson, the school's Assistant Superintendent for Program Development and Administration, sits in for a student.



Looking over some of the video tape and recording equipment that will be used in the new Management Development School is Bernard M. Anderson of the Management and General Training Division, Office of Training.

The second program is for FAAers in middle management positions. Two such classes will be conducted at the same time. In all, 3,000 supervisors and 600 middle managers are expected to attend the school during the first year.

Newly-appointed supervisors and middle managers as well as those with no previous training will be required to attend initial classes. When most of these people have taken the course, those who had supervisory training under other programs will get a crack at the new training courses.

In about two years, most supervisors and middle managers currently on duty will have had a chance to attend the special classes. Then many of the students will be revisiting the campus for one-week recurrent courses.

Naturally, the three-week courses will still be offered for newly-appointed supervisors and middle managers and for employees being considered for advancement.

But, it is important to remember, the school is not a hurdle in the road to advancement. It is meant to be a boost, just as the Academy has long been a boost for FAAers.