FAA WORLD
Service to Man in Flight

VOLUME 1, NUMBER 8 AUGUST 1971

LUBBOCK: TOPS AMONG 334 ATC TOWERS!

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AUGUST—1971

FAA WORLD is published monthly for the employees of the Department of Transportation/Federal Aviation Administration and is the official FAA employee publication. It is prepared by the Employee Communications Staff, under the Associate Administrator for Manpower, FAA, 800 Independence Ave., Washington, D.C. 20590. Articles of general interest and photos for FAA WORLD may be submitted directly to Regional FAA Public Affairs Officers.

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ON THE COVER: The plaque won by the Lubbock, Tex. Combined Station/Tower as top facility in competition with 334 towers, including those with combined tower and flight service station functions, is held by John D. Worrall (left), chief of the west Texas facility. The presentation was made by William M. Flener, Director of the agency's Air Traffic Service.

'Professionalism' —Worth All The Effort

Professionalism in management and supervision demands constant attention. If a supervisor is doing his job right, he's communicating with his people—and they with him. He's meeting and talking with and observing the people that work for him. He knows what's bothering them and he's encouraging people that work for him. He's also passing down clear instructions so that his people understand what they are supposed to do, how and when they must do it, as well as what action will be taken if it isn't done right.

At the agency's new Management Training School, described in this issue of FAA WORLD, middle managers and supervisors from all types of agency facilities throughout the United States are sharing an intensive three weeks of job simulations and classroom discussions to develop these skills.

Each year 3,000 supervisors and 600 middle managers will attend the school. Periodically, they will take one-week refresher courses to maintain their skills and to keep abreast of agency programs and policies. Selectees will be getting their training when they most need it—before they assume their new duties.

Nobody expects a flight inspector or navaid maintenance technician to work with complex equipment without proper training. A similar standard must be applied to managerial people. But the thousands of agency members who make this organization work have needs and problems which cannot be dealt with in a mechanical way. For this reason, the Management Training School emphasizes human relations by providing the same kind of give-and-take situations which occur on the job.

In contrast to decisions in the field, however, those made in simulations at the school are reviewed by students and instructors for their probable effect on FAA people and adherence to agency policies. Adherence implies understanding, not dogmatism. Policies are frequently changed or revised, and it is essential that managerial people know what they are and how to use them.

Middle managers occupy such positions as division, branch or facility chief. Supervisors hold responsibilities such as team supervisor, assistant facility chief, supervisory inspector and section chief. Men and women in these positions have direct contact with employees who form the operational base of the agency and render the majority of its services to the public.

I feel there is a growing need for increased emphasis on leadership. Our new Management Training program is designed to achieve greater understanding, improve communications up and down the line, sharpen awareness of job responsibilities and facilitate more effective problem-solving and decision-making throughout the agency.

And when the agency benefits, service to the public improves.

John H. Shaffer

JOHN H. SHAFFER
Administrator

Student reactions to a video tape playback of the role-play rivet the attention of senior instructor Edward E. Smith. Simulated case involved an employee seeking recognition—and a promotion.

Supervisors and managers travel to Lawton, Okla. to be...

TRAINED IN TEAMWORK

"Bob, though you're the best controller on my team, you let the other guys down when you're late to work so many times—and now, this business about the finance company taking your car . . ."

"Moving out to this new facility turned out to be more of a problem than I expected," Bob said. "It takes longer to get here than I thought. What can I do?"

"How about a different shift? Would that help?"

Facing each other across a table, two students in the supervisory course at the Management Training School at Lawton Okla. spontaneously try to work out a personnel problem. In so doing, they test their understanding of agency policies, human relations and their ability to speak and listen effectively. Both students are FAA supervisors, participating in one of several ten-minute role-playing situations during the three week course at the Management Training School.

The men discuss the session with the instructor who plays back a video tape of the encounter, stopping at key points to single out successes and failures in two-way communications. Problems discussed are derived from actual FAA cases.

"The course is not designed to offer pat solutions to specific problems. Instead, we ask students to make decisions which we review with them. In this way, they learn to probe problems and reach decisions flexibly rather than perfunctorily," said instructor George B. Stadter.

Senior Instructor Edward E. Smith observed that "During the role-play and on the video tape playback, it is evident where communication stops and the men begin to talk past each other, when each thinks the

1 *Students at the Management Training School are "responsive and eager to learn," according to Superintendent A. H. (Al) Thurburn, formerly Assistant Area Manager in Houston, Texas.*

2 *It's not all work and no play at the Management Training School. Students work off classroom kinks and work up an appetite just before dinner in the Shepler Hall cafeteria.*

3 *Shepler Hall (left) houses all 264 students. Howell Hall next door has seven supervisory course classrooms, several small group ("break-out") rooms and the superintendent's offices.*

4 *A tree grows in Oklahoma—and shades the walkway to the Cameron student union. The right-hand section of the building was converted into two management and two supervisory course classrooms.*

other is being obstinate. The supervisor is responsible for operations, safety, morale and discipline, but he must realize that line employees have individual needs. When supervisors concentrate on working with the employees to solve employee problems or resolve grievances, they avoid extra problems for themselves and the entire crew."

The Management Training School welcomed its first regular classes of 24 students each to the campus of Cameron College on May 3. It reached its full complement of 264 students in June, fulfilling the agency's own need for a continuing, centralized training program for first-line supervisors and middle managers. Priorities for attending the school go to new selectees for whom it is mandatory, current supervisors and middle managers with no previous training, and finally, those with some former training.

In the process of decision-making through discussion, students spend nearly eight hours a day in class and in small group sessions. In classrooms, instructors act as "traffic directors," guiding discussions with a minimum of lecturing. Teaching aids include video tape, motion pictures, slides and overhead projections. Each student's answers are recorded on a punch card and flashed simultaneously, giving the instructor immediate and cumulative indications of students' understanding.

Groups of six or eight students bear down on simulated case studies concerning such matters as promotions, discipline, union activities, crew operations, equal employment opportunity and budgeting. Each group's decision is presented to the full class until a single decision is worked out by the students and related to agency policy by the instructor.

5 *"You followed up the opening John gave you, and that helped you understand his problem." Instructor George Stadter (right) makes a point during the role-play post-mortem to Forest Nothnagel (center), who played the supervisor.*

6 *"I've been living beyond my means lately, and that's caused some problems." John J. Passailaigue (right), tower chief at the Panama City, Florida airport, in the role of employee, explains some of his troubles to his "supervisor".*

7 *"With your excellent record in the agency for 12 years, it's a little hard to understand why you've gone downhill recently." Role-playing a team leader, Forest W. Nothnagel (left), team supervisor at the Kansas City center, talks things over with one of his controllers in a simulated counseling session. Each student receives a background sheet for the role he plays. Neither man sees the other's sheet.*

8 *Mealtime in Shepler Hall cafeteria. Students have high praise for the food and pass thoughts about the school and job experiences as well as the salt.*

"We hope student decisions correspond to policy, and usually they do," said Henry Budde, who is in charge of the supervisory course. "In some cases, conflicts arise, either because students misunderstand the policy which guided their decision, or because they don't fully consider the results of their decision. Our instructors, who are well versed in agency policies, urge students to look ahead—six months, for example—to see if their decisions will create any new problems," said Budde, who has long experience in designing various FAA training programs.

"This school isn't a brainwash," commented one student. Several of his classmates agreed that there is no "party line" indoctrination. "But some employees need to be brought up to date. Many have been closeted in their jobs so long they don't know what anybody else is doing. And many have mistaken ideas about agency policies and unrealistic notions of their jobs."

"This school has lit a fire under me. I understand FAA policies and my own responsibilities to line employees and upper management a lot better now," declared Lester Case, tower chief at the Peoria, Illinois airport.

All categories of employees from all parts of the country are represented at the school. Students from air traffic, flight standards, airway facilities, airport and administrative services find a rare and welcome opportunity to transcend functional lines and mingle informally.

"It's eye-opening to discover that people in other services have almost the same kinds of on-the-job hangups I have," said one student. "It's also instructive to learn how they do their jobs."

School Superintendent A. H. Thurburn and Budde

Separated into "buzz groups," students in a supervisory classroom watch taped presentation on human relations, sent simultaneously to all nine supervisory classes from the school's audio-visual production center. Instructor Charles Glauber stands at rear.

both reaffirmed the major importance of cross-fertilization, which occurs when students share ideas, experiences and problems—by happenstance outside the classrooms and by design in them.

Most students appreciate Cameron's relaxed, informal atmosphere and unpretentious classrooms. Although they believe that all new selectees for supervisor and middle manager should have no trouble completing the courses satisfactorily, some students fear the school may flunk them, balking promotions. Agency executives, however, consider the school a "boost" rather than a "hurdle," and superintendent Thurburn emphasized that grades and evaluations do not constitute a pass-fail standard. He pointed out that any student with exceptionally poor performance will be promptly "recycled" through the school, following counseling from instructors or school officials.

"Attitude is the biggest factor here," Thurburn explained. "It's important for students to participate, to get their ideas on the table. On the job, employee attitudes usually fall into three categories: pugnacity, withdrawal and questioning. If we can instill the third —why?—in supervisors and managers who take the courses and get them to encourage the same attitude in employees at the lower levels, then many field problems can be avoided before they start. That's why the courses are weighted so heavily towards student discussion."

At the Management Training School hindsight and foresight blend. And, judging by early returns, the intensive MTS curriculum will greatly assist new supervisors and managers and stimulate incumbents to work effectively with others, benefiting both the agency and themselves.—*By Don Braun*

DIRECT LINE

Q. I have always thought that in order to be considered for a vacancy under the Merit Promotion Plan, I had to file an application and a current Employee Appraisal Record with the personnel office by the closing date shown in the vacancy announcement. A recent experience leads me to ask: is this still a requirement or are there exceptions to the rule?

A. For vacancies within your employing jurisdiction (i.e. region, HQ, NAFEC, or Aero Center), normally your personnel office will review the EAR which is in your official personnel folder. For vacancies outside your employing jurisdiction, normally you must submit an SF–171 to your servicing personnel office, and that office will make copies of your EAR and prepare information about awards and commendations for forwarding to the personnel office having the vacancy. Since variations in procedures may exist between regions, Direct Line suggests you consult your servicing personnel office. (Reference: Handbook 3330.1A, Chapter 5.)

Q. I am a technician-in-charge at a small AF subsector with two other electronic technicians of equal grade. What is the policy on grade structure at a sub-sector such as this?

A. Grade structure is governed by the Civil Service Commission classification standards for the GS–856–0 series and the agency implementation guide issued in May 1970. The organization structure is covered in the AF Sector Configuration Order, 1100.127.

Q. Do all control towers in the FAA have a "Captains fund" and/or "Imprest fund" available? What document defines the method used in determining the amount each facility receives and for what purpose the money may be used?

A. Yes. Agency Order 2500.31B establishes policy for providing local purchases and project authority to all manned air traffic facilities. Under this order, each facility chief is authorized to incur costs for the procurement of supplies, equipment, or services needed to meet essential operational requirements. The funds are not to be used to finance major system improvements requiring engineering design or major equipment modifications. Following is a list of manned facilities and the amounts which are intended to be made available to the facility chief annually: ARTC Centers, $500; ATC Towers (Level 3 & 4), $500; RAPCON/RATCCS, $250; ATC Towers/CS/Ts (Level 2), $250; IFSSs, $250; ATC Towers/CS/Ts (Level 1), $150; and FSSs, $150.

Due to fiscal financial constraints, it has not always been possible to make these amounts available.

A proposed revision to Order 2500.31B has been distributed to region and center directors for comment. This revision would expand the coverage to any FAA manned facility and add certain types of items not presently included.

Q. Why are the flight service functions of a combined station/tower (CS/T) not used to determine the grade structure of full performance level positions?

A. The grade of a full performance level position at a combined station/tower is based upon the level of difficulty, responsibility and qualification requirements of the work that is assigned to the position. Two elements have an influence on the work: (a) kind of air traffic control exercised and (b) volume of air traffic. In establishing the grade level, consideration is given to the complexity of station work assigned, but usually the tower work is more difficult. For example: at a Level I non-radar approach control combined station/tower the following operations and services were recorded for CY-1970: aircraft operations—80,000; instrument operations —10,000; and 40,000 flight services. From a review and an analysis of the work situation, it was determined the approach control work performed graded GS-10 and the preflight and inflight work graded GS-9. This position consists of tower and station work—a mixed position—and is graded on the basis of the highest level work performed for a significant period of time which is GS-10.

DROP US A LINE!

The Editors of FAA WORLD would like to hear from you. Do you have a story you would like covered? Do you have a comment on something contained in FAA WORLD? Is a question bugging you? Send your comments, questions and suggestions to: Editor, FAA WORLD, MN-30, 800 Independence Ave., Washington, D.C. 20590.

FAA FACES & PLACES

TOP SECTOR—Holding this year's national outstanding sector award is Chief John W. Ranspot of the Lafayette, LA., Airways Facilities Sector. With him are chiefs of regional winners (front row) Andrew S. Billick, Eielson AFB, AL; John G. Ryan, Bangor, Ma., EA; Robert W. Dyk, Yakima Wash., WE; (back row) Robert Shadoin, Olathe, Kan., CE; Gary H. Spann, Andersen AFB, Guam, PC; Jefferson W. Cochran, Director, Systems Maintenance Service; Kenneth M. Smith, Deputy Administrator, and Samuel E. Cooke, Jr., Bimini, B. W. I., SO.

LOST: 41 POUNDS—Before he took up jogging, 35-year old Crew Chief Dan Benavidez of the central computer complex at Denver ARTC Center weighed 180 pounds. After four-and-a-half years on the roads, running from five to ten miles daily, he's down to a trim 139 pounds. Benavidez now enters local marathons with zest, and recently placed fourth among 25 contestants in a three-mile cross-country.

LUNAR PILOT AT FSS—Touring the flight service station at Washington National Airport, Apollo 8 Astronaut Bill Anders leans over the shoulder of Specialist Royal Knight as he talks with a pilot over the radio. Anders also toured Leesburg ARTC Center and the WNA Tower for the White House's National Aeronautics and Space Council prior to making recommendations for system improvements. With the lunar module pilot are (from left): FSS Chief Joe Greten and Raymond A. Gilbert, Joseph W. Sickle and Cdr. Roger G. Booth, all of the council.

'MAN OF THE YEAR': DOOLITTLE—Recipient of Alpha Eta Rho's "Man of the Year" award recently was Gen. James H. Doolittle, USAF (Ret.), seen accepting the plaque from Gene Kropf (left), Western Region Public Affairs Officer and international president of the inter-aviation fraternity. The ceremony recognized the general's outstanding leadership and service to youth in aviation.

GUNSTOCK CARVER—For FAA, Seattle GADO's Maintenance Inspector Frank Beemon gets into all aspects of general aviation maintenance—giving A & P exams, certificating schools, repair stations and charter operations. For a hobby, he carves beautiful gunstocks from rare myrtlewood.

SHE QUALIFIES!—That's what Honolulu GADO's Jack Baldwin decided about Beth Oliver (right), who earned an airline transport rating. Mother of three children, Mrs. Oliver joined some 78 women in the U.S. who have ATRs.—*Honolulu Star-Bulletin Photo.*

INAUGURATION—Participants at inauguration of FAA Headquarters Civil Rights Committee and Federal Women's Program Subcommittee are seen with Administrator Shaffer (from left): Jack Ormsbee, (Hidden: Vernell Dixon), Edwin Kaneko, James McCloud, Leon Watkins, Spann Watson, William Reddick, Samuel Trujillo, Joseph Shade, Ola Melvin, Rosa Beasley, the Administrator, Kathryn Vitek, Carl Schellenberg, Van Standifer, John Choroszy and Ray Jackson.

UP ALASKA WAY—Relief Electronics Technician Thomas Foss (left) double checks radio circuits with Allen L. Golat, Supervisory Electronic Technician. An Alaskan Native, Foss also serves as Equal Employment Opportunity Counselor for his unit.

REGISTRATION GALS—Well over a thousand attendees at the recent agency-sponsored turbulence symposium in Washington were greeted by this charming sextet (from left): Mary Jane Zock, Kathy Fitzsimmons, Alice Silver, Bonnie Brighenti, Willistine Russell and Glenna Guido. Of those participating, 953 registered beforehand and 208 were "walk-ins." Conferees, representing 40 air carriers, 15 foreign countries and 23 universities, heard 54 speakers and panelists.

HIGH STANDARDS—The girls at the typewriters participate in the award ceremony held recently at the Oklahoma City General Aviation District Office. The award named the Oklahoma City GADO the outstanding flight standards field office in the Southwest Region for 1970. Left to right: Betty Watson, Doris Aldridge, Kay Brooks, George Ireland, Flight Standards Division Chief who presented the award; and Mel Hanson, Chief, Oklahoma City GADO.

UNIQUE AGREEMENT—Greeting Iceland's counterpart of our own FAA Administrator prior to turning over to that country responsibility for making flight checks of U.S. military navaids was Deputy Administrator Kenneth M. Smith. At right are (from left): Director General Agnar Kofoed-Hansen; Robert P. Boyle, Deputy Assistant Administrator of International Aviation Affairs; and International Affairs Project Officer Harold Earp. Agency has trained 57 Icelandic nationals; saves $180,000 yearly.

DIAMONDS AT DAYTONA—Honoring 50-years of service, Air Traffic Control Specialist James Horton of Daytona Beach Tower recently received his half-century pin, encrusted with five diamonds, from Administrator Shaffer. Horton, the first FAA employee to reach this career landmark, retired the end of May.

Wide angle view of Andrews AFB Tower cab shows Tower Chief Robert Hass (far right) talking with crew consisting of (from left): Marvin Drewry, Ground Control; Charles Bennett, Base Data; Jim Messer, Flight Data; George Thompson, Clearance Delivery; John Wollar, Assistant Local Control and Gerald Milton, Local Control. Base averages 4,000 operations weekly.

Surrounded by military planes and personnel, Andrews AFB Tower is 100 per cent FAA-manned at the...

NATION'S CAPITAL GATEWAY

Four gleaming blue-and-white 707s of the Presidential fleet majestically dominated the Andrews Operations ramp, only a ten-minute helicopter ride from Washington. Being readied in a hangar nearby was Air Force One—number 26000 itself—pending flight that day by America's most aviation-minded Chief Executive.

Parked in neat silver rows on the sun-drenched ramp were some 28 T–33 jets and 20 T–39s, used for proficiency training of 1,800 area military pilots. Near them was a fleet of white Convair C–131s used for transition training, and assorted light aircraft for transporting small staff groups. Television cameramen were already setting up equipment for the expected arrival of Secretary of State Rogers and his staff from Paris.

Some 14-stories above this panorama of varied aircraft, seven FAA civilians controlled traffic, using the base's nearly two-mile long parallel runways. At the BRITE radar display, local control cleared an all-weather Mach 2 F–105D Thunderchief jet fighter to make its 360-degree break over the field at 2,000 feet. After a sweeping arc, the "Thud" touched down, popped its drogue 'chute and taxied off the active runway.

Another controller was bringing a T–33 Navy jet fighter into a safe landing after its pilot lost radio contact with Washington Center. The T–33 was spaced between a departing C–124 Globemaster and a pair of tenant F–8 Crusader jets doing 'touch and go's.'

Andrews Tower Chief Robert E. Hass and Assistant Chief Charles W. Lange, each with more than a quarter century of Federal service, watched the F–105 land with interest.

"With 26 F–105s coming in to be based here soon," Hass remarked, "we'll have to discuss handling them at our next tenants ATC Board meeting."

"Yes," said Lange. "With the 'Thud's' longer turning radius, it may be better to have them worked by Washington National. They'll be hard to contain in our airspace."

Making adjustments for vastly advanced aircraft is just one of many challenges that make working at Andrews Tower unique. It is the only base at which air traffic is controlled completely by civilians. Both ground control approach from the IFR room and maintenance are provided by cilivians, a practice followed for a decade—well before the present tower was constructed and occupied in 1967.

"Ongoing control by FAAers provides a stable work force and insures proficiency among personnel responsible for servicing Presidential flights and those carrying heads of state, dignitaries and ranking military officers," said Hass. "Variety and complexity are typical of our operation. Having a civilian staff assures

Discussing a matter relating to the Navy tenant hangars, Tower Chief Bob Hass (right) talks with Assistant Chief Charles W. Lange (left) and Albert Packett, Efficiency and Proficiency Development Specialist.

One of a fleet of Convair C-131's used in transition training and Special Air Mission flights is looked over by Tower Chief Bob Hass (center), touring base here with Col. Robert Coates, base operations officer, and Master Sgt. Bill Sawyer, NCO in Charge.

Andrews Tower Chief Robert E. (Bob) Hass is backed-up by a sectional chart showing Terminal Control Areas of the military base and of nearby Washington National Airport which abut and with whom he and his staff coordinate air traffic control.

Those crystal-clear glass windows don't stay clean forever, and that's why maintenance men Buford Smith and Herbert Russell are seen tackling the problem with broom and squeegee respectively. Controller with back to camera is Gerald Milton.

top service undiminished by periodic transfers."

Andrews is one of the nation's busiest airfields for military personnel, with some 226,000 operations annually. With the advent of terminal control areas, positive radar control is provided local air traffic using the facility. The resulting instrument operations count now rates Andrews Tower with other busy facilities of comparative complexity. Andrews has come of age, matching the "double standard" its controllers must have. They must apply military as well as civilian regulations, and know both thoroughly.

"We accede to Air Force wishes in handling their aircraft," said Tower Chief Hass. "A controller trained here will find it easy to work at any ATC facility. Conversely, someone fully trained in a strictly civilian facility will still have to invest considerable time in study before he knows all the facets of control."

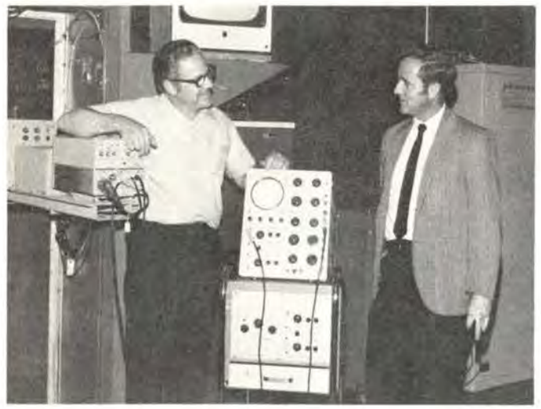
Among special military procedures and exceptions at Andrews are the security-sensitive flights of the President and heads of state, numerous defense readiness exercises, helicopter alerts and emergencies. Also important are procedures for establishing air traffic movement priorities and those for quiet periods. Every time the active runway is changed, coordination must be made with base units so they can change the arresting gear systems to be compatible with the new direction for landing.

Andrews controllers must know 14 published instrument approaches, plus radar approaches to both ends of the parallel north-south runways. In all, 41 facility orders cover communications frequencies and procedures to be used.

Emergencies involving high performance airplanes occur on an average of five times per shift—these

Andrews Tower is in the background, its Airport Surface Detection Equipment radome like a golf-ball above, as Tower Chief Bob Hass chats with Major Paul Watson beside a T-33 Lockheed Lightning. Some 1,800 military pilots do their proficiency training there.

Synchronizing their watches for one of a number of defense exercises about to be run are (from left): Assistant Tower Chief Charles W. Lange, Chief Bob Hass and Major Maxzeller Thomas, Air Force navigator and coordinator for an exercise simulating an emergency involving aircraft cargo.



Maintenance of tower equipment is underway here by Electronics Technicians (from left) Leonard B. Lower and George C. Trott, both quality control experts, from nearby Airway Facilities Sector 312, a few blocks away.

Military personnel board a Douglas DC-6 (C-118) for transportation to other bases. More than a quarter-million passengers are carried yearly by the Military Airlift Command through Andrews' medium-sized hub.

planes having racked up thousands more hours than any possible civilian counterparts. For area pilots, a regular part of proficiency training is simulated flameouts, in which they back off the power and make "deadstick" landings near the tower. Whatever the emergency—a blown jug, fire in the engines, hydraulic failure, airspeed and attitude indicator not functioning—Andrews' FAA controllers are able to guide the pilot to a point at which the Air Force's emergency equipment takes over.

Each year more than 10,000 VIPs fly in and out of Andrews on Special Air Mission (SAM) flights. Another 245,894 members of the military and their dependents fly to all points of the globe via the 89th Military Airlift Wing (formerly MATS). An important tower control responsibility is to expedite medical evacuation flights that daily average two incoming C–141s, each with 120 passengers from Southeast Asia, and four outgoing DC–9s, each carrying 55 passengers being transferred to hospitals nearer their homes.

Among the tower's 4,000 weekly operations are numerous evening departures of servicemen headed for Europe for early morning arrival and many morning flights westward-bound for daylight arrival. The tower crew consists of a watch supervisor, local controller and assistant, ground controller, and flight data clearance delivery and base data positions. The latter man relays arrival and departure times for the military.

At the base of Andrews Tower are administrative offices and the radar room, where FAA operates ground control approach. Having five radar scopes, the typical dark IFR chamber is staffed by an area coordinator, wto GCA controllers on precision approach radar (PAR); an arrival radar controller on airport surveillance radar (ASR–5); a radar hand-off controller on an ASR–5 and a TCA controller also on an ASR–5 scope.

Four of the six positions including Ground Controlled Approach are caught by the camera's flash in the normally dark IFR room at the base of the tower. They are (from left): Bob Fry, George Thompson, Bob Springle and Bob Meadows. Not shown are Jim Blass and Bob Payne.

Andrews search radar "picks up" aircraft about ten miles out, on a hand-off from Washington National approach control. The controller then guides the airplane to final approach or, in the event of bad weather or an emergency, brings the plane onto the runway by precision approach radar—known as ground control approach (GCA). The pilot is "talked down" to the runway. He is given his rate of descent and course corrections until he is over the approach lights and then the runway.

Nearly every type aircraft in the military inventory uses Andrews. Controlling such a disparate "mix" as Douglas C–47s (DC–3s), Aero Commanders (U–4s) and Century Series Jets (F–100s) in severely limited airspace calls for skill in vectoring them in trail to final approach or precision radar approach. In 1969, for instance, about 40,000 precision approaches were conducted at Andrews, many with a quarter-mile visibility and a 100-foot ceiling.

Peak traffic periods at Andrews are less predictable than at civil airports. The controllers must be prepared to provide positive control to all instrument and visual air traffic at all times.

The unusual quality and uncommon dedication of the tower's personnel won for it Eastern Region's "Facility of the Year" recognition the year after it went into operation. Since then, several comprehensive training manuals have been compiled, a training program is in high gear—and Andrews Tower is not resting on its laurels. ***—Article and Photos by Thom Hook.***

Andrews Air Force Base Tower Personnel:

Administrative Staff: Robert E. Hass, *Chief*; Charles W. Lange, *Asst. Chief*; Albert J. Packett, *Evaluation and Proficiency Development Specialist*; and Mary A. Chuchman, *Secretary*.

Supervisors: Curtis A. Gibson, John R. Johnson, Richard D. Lavato, William E. Sargent and Charles W. Wasmus.

Crew Chiefs: James M. Blass and Rolfe P. Melvin.

Radar Controllers: David G. Arnold, Kenneth A. Atkinson; Charles E. Bennett, Donald E. Blankenship, Ottoway N. Butler, Maurice DiPoli, Jr., Melnee L. Grant, Robert F. Fry, Richard D. Jones, David P. Leffas, Cristobal M. Matiz, Robert F. Meadows, Gerald R. Milton, Charles C. Nairn, Andrew B. Oltmanns, Edward D. Parks, Robert H. Payne, Jr., Jon A. Peterson, Andrew H. Ruth, William J. Schuster, Jr., Frederick M. Shaughnessy, Harry L. Silverstone, George S. Thompson, John E. Wollar, Peter Wood and Frank P. Zito, Jr.

Trainees: Marvin E. Drewry, Donald J. Greenlee, DeWitt T. Hartwell, James E. Heggins, Marcel A. Klenis, Ronald Kline, James G. Messer, George Maillet, Robert M. Springle and David A. Stephens.

Receiving her scholarship grant from Eastern Region Director George M. Gary is Joyce R. Lerner. With her are her parents, Mr. & Mrs. Edward Lerner. He is Assistant Chief of Management Analysis there.

Scholarship winner from Bowling Green, Ky., is Danny A. Van Hook, son of Mr. and Mrs. Curtis Van Hook. His father is the chief of the local Airway Facilities Sector.

A scholarship award winner from Headquarters was Elizabeth Kingsley, daughter of Arthur K. Kingsley, Chief, Integration and Test Branch, NASPO.

Getting a Helping Hand

FAAers and some of their children in the first group to win David D. Thomas scholarship awards are pictured here. Also winning a $200 award to continue his education was Robert O. Shelton of Houston. Scholarships ranging from about $200 to $1,000 will be awarded annually to agency employees under 40 and to members of employees' immediate families to continue their education at the college level. The awards will be granted on the basis of merit and achievement to deserving high school seniors and college undergraduates.

Visiting his father, ATCS W. Fogerty, at the Mason City, Ia., FSS is Richard A. Fogerty. His mother stands beside him.

Daughter of Albuquerque Center Controller, Earl B. Levitt, is scholarship winner Nancy H. Levitt.

Scholarship award winner from the Chicago Center was Controller Donald W. Fisher.

Washington National: 30 Years Young!

President Franklin D. Roosevelt sets the cornerstone of the new airport building on Sept. 26, 1940. After Congress put off building the new airport for ten years, the President pushed through construction.

The "beautiful" airport building opened in 1941 is today just another structure in a line of terminal buildings.

Gravelly Point, site of Washington National Airport before filling operations began. The area was filled by dredging Potomac River and using fill from other areas to form runway and terminal sites.

FAA's Washington National Airport, finished 30 years ago, has been under construction and expanding ever since.

When the first plane landed at the airport on June 16, 1941, many considered the terminal building a "white elephant" that would never be used to capacity. As a matter of fact, the size of the projected building was reduced because so many distinguished persons predicted it could lie idle.

But on June 16 of this year when Capt. Edward V. "Eddie" Rickenbacker, Virginia Gov. Linwood Holton and West Virginia Sen. Jennings Randolph, helped celebrate the airport's 30th birthday, the original terminal was only one in a line of buildings needed to serve the almost 10 million passengers using the airport annually.

Right from the beginning, the airport built on fill dragged up from the Potomac was an instant success. By the end of 1941, the first partial year of operation, almost 300,000 passengers had departed from or arrived at the airport and more than 2.2 million visitors had come to see the new showplace on the Potomac.

By 1946 more than one million passengers a year were using the airport. As the years passed, a complex of temporary and permanent wings, fingers and arms eclipsed the original terminal building.

Even the ATC cab perched atop the main part of the structure was replaced in 1950. When an electrical fire gutted the cab, a new facility was built—larger than the old and a full story higher.

To man the tower, the original complement of five controllers came to the new airport from Washingon-Hoover Airport, the first airport to serve the nation's capital.

These five controllers were soon joined by others as traffic at the new airport grew rapidly. Included in the second group, reporting for duty in 1941, was Joseph Reino, who, with time out for military service, has been there ever since and is now facility operations officer.

Over the years, Reino has seen the controller complement double many times, and now there are 108 Air Traffic employees manning the tower.

Other FAAers working at the airport include 69 specialists at the Flight Service Station, 92 in the Airway Facility Sector and 56 stationed at the agency's Hangar Six. Also, there are 22 agency employees at the Flight Standards District Office located at the airport.

Actually running the airport on a day-to-day basis are 324 FAAers. This includes 44 FAA policemen who patrol the airport and generally keep the peace.

And what happened to the cynic who predicted the place would lie fallow? He is almost lost in the crowd while hurrying to catch his flight at the conveniently located, money-making, thriving airport on the banks of the Potomac.

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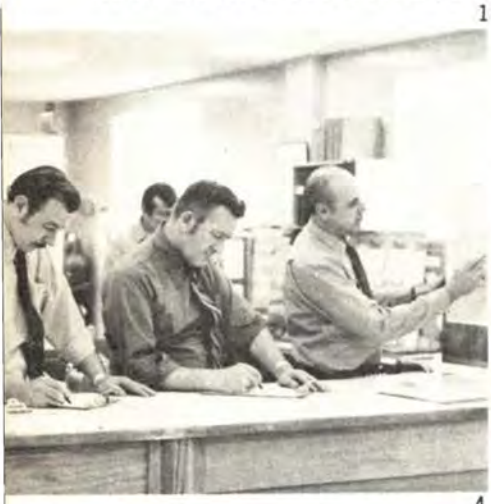
VISIT TO NEW YORK FSS

A summer ago, the New York Flight Service Station (ISP—for Islip) was named the top facility nationally. For the past several years it has provided more than half-a-million flight services annually. Serving 22 airports in Long Island and nearby Westchester County, the facility gives about 400 airmen's exams yearly. The station's chief is Louis Horvath; assistant chief, Dean Winslow. According to Chief Horvath, "the esprit-de-corps of our troops has never faltered" under an expanded workload of recent years.

FSS personnel are seen in action in pictures below (right to left): (1) At the pre-flight briefing counter, specialists ready to serve area pilots are: Frank Heller, Robert Meyer and SATCS Michael Rea.
(2) Chief Horvath in his office.
(3) ATCS Alfred Nhylen briefs pilot.
(4) Frank Heller at teletypewriter.
(5) Pre-flight position: Mario Paolotti (foreground) and Alfred Nhylen.
(6) In-flight position: Robert Meyer (left) and George Shemaka.

Its post office is Ronkonkoma, but the New York Flight Service Station's 30 specialists occupy offices and serve the flying public at the base of the Islip-MacArthur Airport ATC Tower.

1



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