

FAA WORLD

Service to Man in Flight

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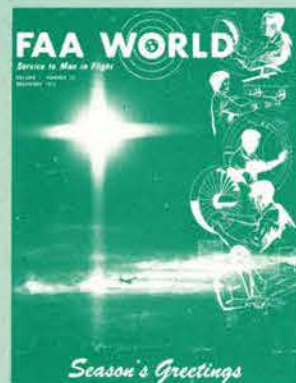
Season's Greetings

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Secretary of Transportation, John A. Volpe
 Administrator, John H. Shaffer
 Associate Administrator for Manpower,
 Bertrand M. Harding
 Director, Employee Communications Staff,
 Leo J. Beinhorn
 Editor, Leonard Samuels
 Contributing Editors,
 Thom Hook and Theodore Maher
 Editorial Assistants,
 Carol Lencki and Don Braun
 Art Director, Osceola W. Madden

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The cover: On Christmas Eve as always, FAAers man the nation's airways that others may have a safe and happy holiday. This tribute to our own was photographed by Al Grigaitis, airport lighting engineer at the Great Lakes Regional Office. The line drawings are by artist Bob Tenniman of the Aeronautical Center.



Program for the Future

FAA needs to do a better job of identifying the talents of its people, developing these talents and using them effectively. We have a continuing commitment and will take action to improve selection, appraisal and advancement procedures and to improve the caliber of the agency's managerial personnel.

In the coming year, a new system of performance appraisal to supplant the EAR will be evolved that will provide more meaningful evaluations—a better tool for both supervisors and employees.

That few are happy with the Merit Promotion Program is well known. Again this year, we will undertake a study for the revision of MPP.

Further, we must identify and develop management potential for top positions before vacancies occur. To this end, we are planning to establish as a first step the Executive Development Program, designed to create a reservoir of talent for 96 key jobs in FAA. Our ultimate goal is to establish a total agency career system for executives, middle-managers and first-line supervisors, which will provide avenues of progression and planned development so that employees may advance to the limit of their capabilities.

Candidates for the initial EDP will need to be GS-14s and 15s with a variety of occupational and geographic experience, whose mobility will permit extensive training and selective-placement assignments over a period of one to three years.

Whether or not the current reduction in manpower and money resources delays the inception of EDP it will become a fact of FAA life as a part of a continuing program to improve the quality of your career and to promote excellence in the FAA.

John H. Shaffer
JOHN H. SHAFFER
 Administrator



SPOTLIGHT ON YOU AND PERSONNEL

As 1971 draws to a close, what happened in FAA as regards its 54,000 people? What are the significant events of the year and what does the future hold?

In all too brief form, FAA WORLD touches on a few of the highlights in the field, capsulizes some of the personnel operations and tells a few of the stories of FAAers who get involved in community action.

This year saw a reorganization of FAA with the creation of four new regions—New England, Great Lakes, Rocky Mountain and Northwest. In the main, staffing for the new foursome came not from new hires but from the four corners of the FAA world. Two staff officers for NE had been with the Boston Area Office, but the others came out of Headquarters, Kansas City, Long Island, N.Y., Cleveland and Nashua, N.H. Northwest's complement came from Albuquerque, Alaska, Sacramento, Calif., Los Angeles, the Aeronautical Center and Washington State. So it went.

For many, the transfers weren't easy, if it can be so for anyone. Some men found themselves "baching it" for months, while wives arranged for the sale of homes or awaited the end of the school semesters. Then there was the rental period or motel wait while new homes were obtained. For some the recreational boons of a new area were appealing, while more important for others were differing tax structures that sometimes wiped out promotions that came with the transfers. For those of its people moving over to GL, CE publicized material on housing, prices and living conditions gathered by a Chicago real-estate board.

Especially in the new regions, the establishment and improvement of lines of communication took a front seat. Both NE and NW held facility-chief conferences and threw in leisure-time activities to strengthen employee relationships. Northwest gave a boat trip, salmon dinner and a golf tourney and hosted a family get-together dinner. NE also held a golf tournament. The new regions in particular have made it a point for key officials to get out in the field regularly.

For its part in strengthening communications, NAFEC has been distributing to executives and supervisors a monthly article about employee communications taken from leading magazines and has had a weekly column in NAFEC News called "Let's Communicate."

Alaska's Accounting Division began its second series of field visits to discuss travel, transportation and payroll with groups of employees and thereby improve understanding of bread-and-butter procedures. In a more general approach, AL has produced its own ver-

sion of "Direct Line" with a "Charlie Potato" column in its *Intercom*. The column is done humorously, but tells it like it is.

There are a number of training operations designed to supplement the formal training at the FAA Academy. The Academy of the North is what AL calls its new facility within the Airway Facilities Division. It assists in the accelerated training development and ultimate certification of new and current AF personnel in both electronic and environmental-support systems career options. Students can then be handed off to the Aero Center for additional formal training. The New York ARTCC established a new school adjacent to its Center for the specialized training of controller trainees following their Academy training. While CE had to discontinue its regional supervisor training programs because of personnel cutbacks, it is still handling Training Division functions for GL.

RECRUITING

In fiscal 1970, the agency hired more than 10,000 people, the second highest annual total since FAA was established in 1958. This year, things have slowed down a bit; in fact, FAA isn't hiring anybody at the moment, due to the DOT hiring freeze, which was brought about by the Administration's desire to reduce the Federal employment rolls through attrition.

Although of unspecified length, the hiring freeze is not expected to adversely affect agency operations, particularly in light of the large backlog of trainees in the Air Traffic Control and Airway Facilities maintenance careers and reduced air travel during the economic slowdown.

Last year, before the freeze, the Civil Service Commission established Veterans Readjustment Appointment procedures to assist returning Vietnam veterans looking for jobs in the Federal Service. Under the VRA program, FAA hired 169 veterans in 11 of 14 employing jurisdictions by October of this year.

In the coming 10 years, 24 percent of all new hiring will be required to meet the growth of agency programs and 76 percent to replace employees who leave the FAA. As in the past, the bulk of new recruitment is expected to be for air traffic controllers, who will approach 50 percent of the total FAA workforce (currently, 46 percent).

The creation of the four new regions this year did not produce any extra recruiting, since the new regional headquarters were staffed by reassignment of people from phased-out area offices and from other offices throughout the agency.



MERIT PROMOTION

The objective selection of the best-qualified people for open jobs is the target of the Merit Promotion Program, but a host of problems with the program has led to dissatisfaction on the part of both managers and employees.

The Office of Personnel has identified these problems and begun a review of the entire MPP with a view to changing it. The study will seek the participation of people in all levels and programs of the agency. It is expected to solve some of Merit Promotion's complex problems which lock horns with one another.

For example, the many procedural steps for each promotion are supposed to ensure equal and impartial consideration of all qualified applicants, but screening is usually done on the basis of the selecting official's preferences for particular qualifications. Thus, one supervisor (the selecting official) may place high value on awards and appraisals while another looks for training and experience. Merit Promotion is therefore based on screening by a series of middlemen who are guided by one person's values.

Many employees prefer a purely mechanical selection process that would eliminate judgmental decisions altogether, but no one has yet devised a selection formula that satisfies thousands of employees and managers.

Because a high percentage of promotion selections are made within offices or facilities, rather than across organizational or regional lines, the Merit Promotion Program has been nicknamed "Man Previously Picked" by many employees. Although officials in the Office of Personnel say that the grooming of people who have promotion potential is a valid managerial technique, they do not deny that a number of promotions are based on the "buddy system."

Furthermore, excessive delays in filling positions are disheartening to both managers and employees and often lead to short cuts to the MPP system to save time. This allows inequities to creep into the promotion process.

The Manpower and Personnel Information System will help to reduce delays, and perhaps inequities as well, by speedily identifying people qualified for particular jobs. Located in Oklahoma City, the MPIS computer is scheduled to become operational in December 1972. The system will have applications ranging far beyond promotion as a vital tool in the management of the FAA workforce.

Merit Promotion itself is a managerial tool for the identification of the best-qualified people for open jobs, according to officials in the Office of Personnel. The program was designed for the benefit of both employees and managers, but to be effective, it should have the confidence of both.

TRAINING

Traditions are being established at Lawton, Okla., as the Management Training School becomes a full-fledged FAA institution.

Most recently, a scholarship has been set up at Cameron State College, campus headquarters of MTS, by FAA students. The scholarship will help send a deserving student to the college. Funds come from FAA graduates who contribute to the scholarship instead of "throwing a dollar or two in the pot" to purchase some memento—possibly recreational equipment—for the benefit of subsequent classes at the Management Training School.

FAA facts and figures about the school are: During the first six months—as of 27 October 1971—there were 1,633 agency employees graduated from the supervisory course and 353 graduated from the management course. During the rest of the fiscal year, about 2,000 more FAA professionals are expected to graduate from the two courses. During the following year and for subsequent years, 3,600 students are expected to graduate annually.

Revisions have been made to the course content based on recommendations of graduates and the staff as well as in response to changes in agency policy and procedures. Other changes include the development of one-week courses for both supervisory and management course students.

PAYROLL

Payroll is always front-page news, and we may have some news about payroll in the near future. Studies to assess the feasibility of centralizing accounting and automatic data-processing services are underway at both the agency and Department of Transportation levels.

Right now everything is going along smoothly. Payroll operations in all regions are automated. Although some FAA paymasters still use cards, in most cases a roll of tape is sent to the Treasury for each payday. The tape goes through the computer in one of the Treasury offices and out come our checks. Of course, all of this information has to get on that tape, and that's the job of payroll.

During the recent freeze, changes were held to a minimum—what with few promotions, additions or increases—but things were not as slow as you might think. All quality within-grade raises, for instance, were made and held "in suspense." When payroll gets the okay, this info is to be transferred to a card by a punchkey operator. In this way, it will be fed into the computer, and the raise will print out loud and clear on someone's pay check.

AWARDS

"Without regard for your own personal safety, you entered the water and rescued eight persons who were in danger of drowning." This is how the Valor Award citation presented to Ronald J. Livaudais of the New Orleans Lakefront Tower read.

All FAA award winners did not save lives last year, but all benefited from the various programs that gave special recognition to almost 7,000 FAAers.

During the past fiscal year, 648 agency people reaped awards and rewards from the Suggestion Award program. In two instances, the payoffs were in four figures. Enoch L. Wright, an electronics technician at the Denver Airway Facilities Sector, won \$1,255 while Robert C. Knosalla of the Sacramento AFS was paid \$1,030 for his suggestion.

All in all, over \$53,000 was paid to FAA people in connection with this program. And these suggestions paid off for all of us. As a direct result of the award winning suggestions, the agency saved over \$300,000.

The agency as well as individual employees also benefited from the Special Achievement Award program. A total of 2,481 of these awards were granted. Actually since some of these were group awards, more than that number of people benefited.

Paid out to deserving employees in fiscal 1971 was \$505,631, but the tangible savings to the agency was over half-a-million dollars. The top award in this program went to Dr. John T. Dailey of Aviation Medicine

Winner of the Suggestor of the Year Award was Enoch L. Wright, electronic technician, Denver AFS, for his hand-held direction-finder target transmitter, which simplified ground-checking.



Robert Knosalla, electronic technician, Sacramento AFS, was runner-up Suggestor for a cross hatch-gate generator.

for his work on devising a psychological profile to help identify potential hijackers.

Besides the cash payments made in these two programs, 3,127 quality within-grade increases were granted during the fiscal year. This means that well over ten percent of FAA's employees benefited from award programs, and this does not count regional awards, such as Eastern's "We Point With Pride." The average for all Federal workers is about seven percent.

In addition to the Valor Award presented to Livaudais, 18 other honorary awards were made since the beginning of fiscal 1971.

The coveted Decoration for Exceptional Achievement with the gold medal was presented to Clarke Harper, Associate Administrator for Administration, during recent ceremonies at Headquarters, at which 21 others were honored. This was the first Annual Awards Ceremony to be held by the agency. Other awards presented were 16 Special Achievement Awards with the Silver medal, two certificates of achievement and the Suggestor of the Year Award to Wright.

BENEFITS

Employee benefits are a significant portion of your income, perhaps more than you realize: They make up 26 percent of the Federal payroll. These include Federal Employees' Group Life Insurance, Federal Employees' Group Health Benefits, Unemployment Compensation for Federal Employees, Civil Service Retirement System, FAA assistance to survivors of deceased employees, injury compensation, claims for property losses, awards, pay and allowances, and annual and sick leave.

Most of you are well aware of these benefits and how to use them, but if you aren't or don't have the memory of a barracks lawyer, FAA Personnel is very prolific in its publications on the subject: Check your employee Handbook, the Fact Sheets issued as supplements and changes to the Handbook, Order 3800.5A and items



that appear in *Intercom* from time to time.

At the end of each chapter in the Order is a list of forms pertaining to the benefit that precedes it. Many of these are for agency use, but there are some you should make a note of to insure that you or your family can expedite a claim.

If you need to change your insurance beneficiary, perhaps because of a change in your marital status, get SF-54. Your family should know to ask for form FE-6, claim for death benefits.

Each health plan has its forms for filing for benefits, but one form you may want to remember is SF-2810, which is for changing your enrollment during an open-enrollment period or other permissible event.

Several forms apply to you in the case of retirement, some of which will be brought to your attention at the time of retirement. Important ones include Application for Retirement, SF-2801; Physicians Statement in Connection With Application for Total Disability Retirement, SF-2801B; Application for Refund of Retirement Deductions, SF-2802; Application to Make Deposit or Redeposit, SF-2803; Application to Make Voluntary Contributions, SF-2804; Designation of Beneficiary, SF-2808.

In the case of injury or death compensation, the primary forms are Federal Employee's Notice of Injury or Occupational Disease, CA-1 and 2; Claim for Compensation on Account of Injury or Occupational Disease, CA-4; Report of Termination of Total or Partial Disability and Report of Death, CA-3; Claim for Compensation on Account of Death, CA-5.

RETIREMENT

If you can think of your career as a play and divide it into three acts, you might have Act I—A Career Begins, Act II—A Career Progresses, and Act III—A Career is Fulfilled. This last act, of course, is your retirement.

Unfortunately, this play would be classified as a "tragedy" to those who think retirement just means getting old and losing purpose in life, for these people often live up to their "lack of expectations." Like any other stage of life, a happy, healthy retirement takes planning. Setting this stage is very important.

When do you begin to prepare for retirement? Well, sound investments made early in your career can be part of your retirement plans. Sports, hobbies, civic and social activities developed throughout your years can bloom full in retirement. You don't stop living when you retire; you just begin a new way of life.

The year prior to your retirement is a critical one—and it should be a busy one. You will be getting yourself ready mentally and physically for the changeover and taking stock of the needs and deeds. Make up a checklist for yourself. Individual circumstances will determine the length of the checklist, but here are a few items.

Evaluate your house or living quarters, furniture, car and other personal belongings, especially if you plan to relocate after retirement. Compute your retirement benefits and verify them with your personnel office.

Review your health insurance for possible extension of it after you stop work and your life insurance to see whether your beneficiary list is correct. You may have commercial insurance that has features that rate attention at this time, such as conversion to paid-up forms.

Review your stocks, bonds or other investments to determine if they suit your changing status. Check your will, particularly if you plan to relocate, since state laws vary. Make sure that your official records include all necessary data on military service and Federal employment. Check veteran and social security benefits to which you or your spouse may be entitled.

Your tax status changes when you retire. Are you aware of capital-gains-tax forgiveness permissible when you sell a house after age 65?

It's also a good idea to have a thorough physical examination as part of your taking stock and to take a leisurely vacation during which you can simulate what your retired life will be like, budget included.

These are just a few things that will keep you busy throughout your final year. As you approach the final weeks and days before retirement, you will probably have many last-minute questions and problems. Your Manpower office is at your service. FAA Manpower divisions are responsible for providing guidance on long and short-range planning for retirement and for furnishing employees with information which may help them get more out of their plans for retirement. This is part of the FAA Retirement Planning Program. This program is one of voluntary participation. While employees nearing retirement age are given first and foremost attention in retirement counseling and formal presentations, there is no limitation on age or service of those wishing to participate.

With your questions answered, your records straight and your mind and body conditioned for your new life to come, don't hesitate. Go right ahead—retire!

The only woman FSS specialist in North Dakota, Ardeth L. Strand, retired this year after 30 years with CAA/FAA, all but nine months of which were spent at the Minot Flight Service Station. She also collected a quality-within-grade increase this year.



DIRECT LINE



Q. The career service emblems that are now being awarded to FAA employees were originally intended to be distinctively FAA and something that could be worn with pride. I do not feel that this aim is being achieved. The emblems are much too small and are certainly not an improvement over the regular Civil Service emblems. Does the FAA have any plans to return to the regular Civil Service emblems, or, at least, give FAA employees an option of choosing which one they prefer? If not, I suggest a questionnaire to be circulated to all employees to determine the feelings of the majority.

A. At the time your question was received, a limited survey of employee interest regarding the current FAA Career Service Emblem was being conducted. Partial results from the sampling in two regions and one center indicated most employees are in favor of retaining a distinctive FAA emblem. Many employees agree with you that the emblems should be larger, primarily to make them easier to read. The Office of Personnel will look into the cost of manufacturing a larger emblem in connection with its current study of the Recognition and Awards Program. Offering employees an option to choose the style of emblem they want would create significant problems of administration and distribution.

Q. Why do women have to pass the Federal Service Entrance Exam for a higher grade (which is the most difficult exam), when real easy exams are given to air-traffic controllers?

A. There is no FSEE requirement for higher-grade consideration within a clerical occupation; thus, we assume the question is about entering a different occupation—personnel administration, for example. In the past, CSC used FSEE for internal actions (reassignment, promotion, transfer or reinstatement) when a clerical employee wanted a position in another occupation. Effective 1 Nov 1970, CSC ended this as a mandatory requirement for these internal-placement considerations.

Q. Can you tell me if 3330.1A para 39e (1)(c) or any part thereof pertains in the following question? I am from the Rocky Mountain Region. In April 1971, I submitted a bid to this region that was a promotion. The bid was rejected. The reason stated was that I did not have DOT Form 3300.4 on file for this location and position. I do not feel that this is correct, as the Rocky Mountain Region is my parent organization, and all return rights are to this region. My tour in the Canal Zone expires December 1971.

A. Under the Merit Promotion Program, the area of consideration may be restricted to a single facility, sector, field office, division or, depending upon the type of vacancy, may be announced region-wide or even through the DOT. Only employees within the area of consideration may apply. If, as in your case, an application is received from outside the area of consideration, it is usually returned.

However, an employee may apply for promotion across geographic or organizational lines by a voluntary application. The procedures are described in paragraph 39e of the Merit Promotion Handbook. A key feature of this is that the application can be considered only for vacancies that occur after its receipt. Yes, the region was acting within its delegated authority to return your application. However, you could apply for similar vacancies of the same type and in the same location by submitting a voluntary application under the provisions of paragraph 39e. Your reemployment rights to a particular location have no bearing on this matter.

Q. Section 5 of EO 10358 specifically provides that for Labor Day and Thanksgiving Day, "employees receive the next workday off when either holiday falls on a day outside the employee's basic workweek." Has this executive order been rescinded? Is there now a provision of law or executive order that gives any employee a preceding workday off when Labor Day falls outside the employee's workweek? Specifically, when 24-hour watch coverage dictates that an employee must work 40 hours in the holiday workweek, can such an employee legally be excused from work on Friday of the preceding workweek in lieu of holiday premium pay?

A. EO 11583, dated 11 February 1971, replaced the in-lieu-of holiday provisions of EO 10358. Now, Labor Day, Thanksgiving Day and the new Monday holidays are treated like other holidays. An employee may be given the preceding workday off or his next workday off when the holiday falls on one of his nonworkdays. Specific examples of how holidays are observed under the new executive order are shown in paragraph 87, 3550.10, Pay Administration (General) Handbook.



AFTER THE CALL OF DUTY

There's a spirit in FAA that bespeaks a dedication to jobs that ultimately mean taking responsibility for others' lives; and with that responsibility comes a pride in doing the job well. And when the workday is done, like so many Americans, the FAAer turns to other activities no less important as prideful work and no less in showing his caring for others.

At times, it's FAA as a group that shows its concern for the community. The Denver Center has sponsored basketball and Little League teams in baseball and football, with Center specialists acting as coaches, and has organized a 2,000-member blood-donors club.

FAAers from the Northwest Region raised over \$1,800 in 10 days for the Neighbors-in-Need organization, which provides food to destitute families in the Seattle area.

Participating in community affairs is widespread among our own. Atlanta Center personnel helped in the celebration of Houston County's sesquicentennial (150th) by donating their time and money in building a parade float, as well as in holding an open house with Center personnel in 19th Century garb. Again, the Denver Center also designed and built a parade float which took top honors in six Colorado communities.

Individual FAAers are deeply involved, too. Stanley Erickson, Alaskan Region management analyst, who



ATCS Fred Durocher explains some basics of aerodynamics to some schoolchildren outside the Millinocket, Me., FSS. Facility chief Don Saunders encourages good community relations.

chaired the Anchorage Citizens Council for Community Improvement the past year, passed the gavel to Gerald F. McMahon, assistant chief of the Budget Division—two FAAers in a row. The 25-man group reviews and approves Federal projects for urban redevelopment and public housing. In the same bailiwick is Marcelle Phillips, a general supply specialist, who was elected president of the Alaska Federation of Business and Professional Women.

Down the coast, Richard Forrester, an ATCS at the McClellan, Calif., RAPCON and national director for the California Jaycees, received the Outstanding National Director Award for 1970-1971. Charles Moore, Los Angeles tower ATCS, is Jaycee District 12 Governor.

Swinging over to the Southwest, we find John W. Schwab, San Angelo, Tex., controller, wearing many hats: deputy district governor of the Lions, chairman of a standing committee of the Crippled Childrens Camp of Kerrville, a board member of the Camp for Diabetic Children at Friendswood, vice chairman of the El Paso Area Government Recruiting Council and coordinator of Angelo State University for this council. Fabrian A. Griffin, chief of the Palacios, Tex., FSS, has been secretary-treasurer of the Palacios Lions Club for 19 years. San Angelo controller F. Wayland Myers is serving his second term as a member of the school board.

Up in the Rocky Mountain Region, the "Distinguished Federal Executive Board Honor Award" for 1971 went to former Denver Center controller Lou Lombard, now assistant public affairs officer. Fred Stuhff, manager of the Cedar City, Utah, AFS, took over as president of the Southwestern Utah Federal Executive Assn.

Fred Hackerott, an FSS specialist in Manhattan, Kan., is also deeply involved with helping others. Along with his wife, Dona, who is blind, Hackerott took a 36-week Library of Congress Braille Transcribers Course so as to be able to transcribe school textbooks for use by blind students. They formed an Association for the Blind and Visually Impaired and now are pre-



Discussing how to provide more jobs for Anchorage-area residents is Civil Rights Specialist Frank Austin (center). A former ATCS, Austin is a member of the Greater Anchorage Area Borough Overall Economic Development Program Committee. He is also public relations chairman for the Alaska Congress of Parents and Teachers and on the board of directors of the Anchorage Community YMCA. At left is OEDP Alaska representative Clyde S. Courtney; at right, Allen Sheen, Anchorage Area Borough Planning Staff.

paring educational materials for a ninth-grade student, working with persons confined in local resthomes and building a Braille Nature Trail at Tuttle Creek Reservoir, the fourth such in the United States.

As if this weren't enough, Hackerott is a reserve police officer both in Manhattan and Ogden, where he lives, having had regular police training. He also participates in the Citizens Radio Emergency Service Team, which is a severe-weather-watch group in the tornado belt. To top it off, he designed and built his own three-bedroom home with a finished basement and garage. Hackerott comments, "I still have ample time for normal family activities."

Mike Hinton, a Houston Center controller, and electronic technician Larry Beezley in the Joplin Sector field office in Webb City, Mo., are in the same extracurricular game of helping others. Hinton is a volunteer at Crisis Hotline. He mans a telephone part-time that rings an average of 60 times a day. Each call is from a troubled or desperate person—someone contemplating suicide, a person who has taken an overdose of drugs, someone with a family crisis. Beezley and his wife, Elinor, do the same for Crisis Intervention. In both cases, they listen, are sympathetic and refer the caller to an appropriate agency for help. Beezley is also a Joplin reserve police officer.

A one-man urban-renewal service is George D. Foulk, Hutchinson, Kan., ATCS. Aware of the vacant, older houses around town, eyesores in their neighborhoods and non-productive for the community, Foulk undertook to renovate a number of them, using his own funds and conventional mortgages. Through the years, he has purchased nine of them at county-tax, estate or private-auction sales at a cost of \$1,000 to \$5,400, including his modernization. He contributed most of the labor, but hired contractors as required by local

HOW A BUST TURNED INTO A BOOM

Nestled in the rugged mountains that skirt the Montana-Idaho border is the little mining town of Mullan, Ida.—a town that up to the early Fifties was bustling and alive. But with the slump in mining, Mullan, in the opinion of oldtimers, was destined to become another of the colorful, forgotten "ghost" mining camps—interesting to read about, but with no real future for its sparse citizenry.

There were no street signs; the hotel had burned down and was not rebuilt; banking service was discontinued, and the only bakery in town had closed.

Into this dreary prospect came relief technician Fred Manthey in 1962. His job: from trouble-shooting electronic equipment near the high mountain pass and overhauling the water-purification and filter system at the Mullan FSS to plowing snow.

Manthey was struck by the total lack of community spirit in a place he intended to make his home.

"I figured that something had to be done to change the community's outlook," he said. "I was convinced that, for a number of reasons, Mullan had a future."

But to turn that conviction into a reality, someone had to seize the initiative. Manthey helped organize the Junior Chamber of Commerce in 1964 and became its charter president. "My colleagues and I came up with 80 different projects that first year," Manthey recalls. "We had big plans and dreams for Mullan, but it was tough going at first." A large segment of the population was convinced that it was on its last legs and looked askance at the dreamer-efforts of the Jaycees to save it. One of the first steps was to get forward-lookers on the city council, which, in some instances, was composed of people who didn't care.

One of the first projects was the installation of street signs, which seemed to change the community's attitude from one of indifference to one of pride, Manthey noted.

From then on, Mullan began to change perceptibly. Manthey spearheaded a drive for a new hospital to serve Mullan and nearby communities. He donated months of off-duty time to the campaign to build a community pavilion—a gymnasium, an

indoor swimming pool and a community center—that he felt was sorely needed to focus community spirit.

Now, the pavilion is up, the hospital is a boon to Mullan, Wallace and Kellogg; there is a Little League field where the Jaycees hold safe-driving rodeos; up on the hill, the Hecla Mining Co. is expanding its Lucky Friday operation; shacks are being torn down; homes are being modernized and painted—eyesores are vanishing and the outlook for Mullan's economy is bright.

Manthey has found time to be project chairman for the Mullan School District, director of the Shoshone County United Crusade, a member of the East Shoshone Hospital district board of directors, a Mullan city councilman, organizer of the Fabulous Valley Winter Carnival and a secretary of his church.

In the Jaycees, he distinguished himself in the state organization and is now president of the Idaho Jaycees, despite coming from a small community.

What had been lacking was faith in the community and someone to muster it. The answer came in the form of an FAA employee, Fred Manthey, now an electronics technician.



Joseph A. Yesenski has been acting mayor of Anchorage, president of the Greater Anchorage Borough Assembly, 13 years a city councilman, planner, developer and, by the way, an FAA electronics engineer. Recently retired, he plans to run for mayor in the next election.



ordinances, and his wife pitched in on the interior decorating and painting. As each was completed, it was placed on the rental market for \$55 to \$100 a month. Foulk feels that it has satisfied his desire to conserve resources and to use his creative ability as a carpenter, while placing the properties back on the county tax rolls, improving the neighborhoods and filling the demand for low- and middle-income housing. On the practical side, he sees these houses and those to come as a little income cushion when he retires.

Two New England FAAers devote their spare time to working with prison inmates. Tom Preziosi of the Management Systems Division in regional headquarters is a volunteer in The Prison Chaplain's Discussion Group at the Concord, Mass., Reformatory and meets with individual prisoners or groups to discuss whatever their problems are—from penology to marital problems. He is currently heading a drive to obtain textbooks for the prison library.

Boston Center controller Don Moberger, who is also a special-assignment training instructor, works in a rehabilitation program for alcoholics and drug addicts at the Lawrence, Mass., Jail and House of Correction. He recently set up courses in culinary arts and small-appliance repair at this jail. And when the prisoners are released, he helps them, too, arranging for living quarters, jobs and entrance to schools. In 1971, Moberger arranged jobs for more than 40 ex-convicts. Not one to remain idle, he is also a director of Merrimack Valley Goodwill Industries, which aids in the rehabilitation of the handicapped.

Certainly, FAAers are involved with youth. Many throughout the country are engaged in scouting work, as this sextet from the Austin, Tex., RAPCON alone shows: Lewis Maston, Pat Spellman, Jim Robbins, Jim Moore, Ed Walters and Rueben Ramos.

John B. Hendricks, a specialist at the Cape Girardeau, Mo., FSS, completed his third season as manager of a Little League baseball team in Scott City with a combined record of 56 games won and only two lost. Methinks Hendricks will be manager for a while.

10 Again in the Austin RAPCON, we find Jimmy Havins

a Little League baseball coach; Don Hart, an assistant coach for Little League football; Paul Nelson, president of the Pop Warner football league and a Little League baseball coach; Ken Allen, a Pop Warner referee; John Hollier, coach of Round Rock's Pop Warner team, and Howard Earl, a 25-year veteran of coaching football, baseball, basketball and girls' softball—the Texas House of Representatives commended him in a resolution this year.

Eight Anchorage teenagers able to travel to Europe were chaperoned by Hazel Pilkinton, a voucher examiner in the Alaskan Accounting Division, and a friend of hers, who volunteered their vacations for the purpose. Western Region accounts maintenance clerk Marguerite Ross, a Girl Scout leader, did the same for her group of 33 girls after the girls worked for 18 months to raise funds for a trip to Hawaii.

There are many other stories. There are Charles Douglass, chief of the Radar Engineering Unit of Kansas City's AFS, and Dean McWilliams, chief of the Olathe, Kan., ARSR Sector field office, who are members of the Johnson County Civil Defense Emergency Communications Service and act as severe-weather spotters. Or Michael Pannone, an ATCS at the Elmen-dorf RAPCON in Anchorage, who helped form an aviation-education program at Anchorage Community College and teaches there. He's also a volunteer fireman. The annex to the Penn Junction Baptist Church in Hazelwood, Mo., was dedicated last month, thanks to the efforts of Donald G. Phillips, ATCS at the St. Louis tower, who chaired the building committee. The Houston Center Wives Club, originally formed to help themselves adjust to the new city after the merger of the San Antonio and New Orleans Centers, has turned outward—the ladies have adopted a 25-man ward at the Austin State Hospital.

On these pages, you'll find other examples of active FAAers, involved in helping others and assuming civic responsibilities. They are as diverse as America is, but perhaps a bit more intense in their living.

TO GET THINGS DONE...

Sudley, Va., was a growing community of new homes and new to Marvin (Floyd) Switzer, operations officer in the Airway Facilities Operations Branch, who was transferred to the area. Unhappy about the lack of fire and emergency medical aid in the community, a group of 25 citizens, including Floyd, obtained a charter from the state for a new fire department and rescue squad, which they named "Stonewall Jackson."

But this was only the beginning. Working feverishly, Floyd and his group knocked on doors and conducted rummage sales to raise money to purchase an ambulance with first-aid supplies and a "Class A" fire wagon. In the meantime, they took state and Red Cross supervised training in emergency first aid and fire

fighting. After receiving his state license for emergency ambulance service, Floyd, as captain of the rescue squad and a certified first-aid instructor, conducted classes for members of his community.

"Stonewall Jackson" now provides around-the-clock service to Sudley and a 10-mile stretch of Interstate Route 66 near Manassas, Va.

After returning home from his job each day, Floyd monitors a special radio with a selective-call feature. From call to having his equipment rolling from the fire station, he has only three minutes, and at least three nights a week, he is awakened by a call.

Switzer is certainly involved and is a credit to himself, his community and FAA.

* * *

A reason for doing something, a bit of ingenuity and a cooperative spirit, plus a little money, are the basis for moving mountains or, in this case, for surmounting them.

For the 19 years until 1965 that FAA has had an FSS, a VOR and other facilities at Bryce Canyon, Utah, the area was blacked out of the television world. Despite several hundred thousand summer visitors, it is an isolated section of southern Utah, whose denizens number about 100 off-season.

Harold Griffith, then chief of the FSS, now chief of the one at Elko, Nev., and Airway Facilities Sub-Sector Manager Al Rheame, along with other station employees and with the cooperation of three adjacent communities—Tropic, Cannonville and Henrieville, decided to do something about it.

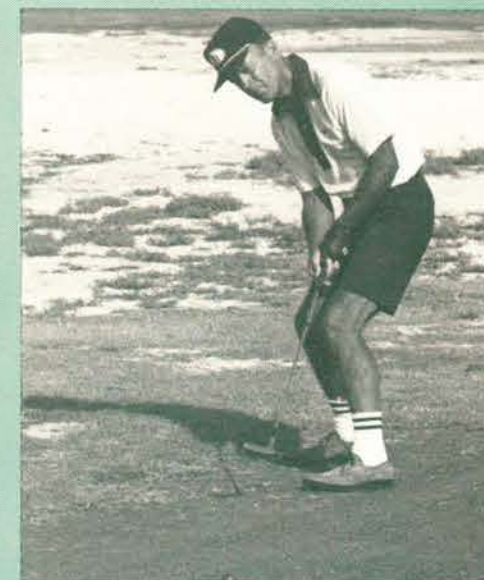
Griffith obtained a television translator through a personal bank loan and with his wife lugged it to a perch atop a local mountain. An old refrigerator served as the equipment rack for the translator, protecting it from rain, cold, mice and prowlers.

Rheame provided the technical assistance in performing the electronic tune-up and putting it into operation. Now, for the first time, the Bryce Canyon area had TV reception from Salt Lake City.

Since then, a TV users' association has been formed, bank loans have been obtained and most of the area families have become members for an initial fee of \$25 and a \$2-a-month assessment. Through the association and with members' labor, the installation grew to three translators and a \$20,000 investment in buildings and equipment.

Following the successful operation of the system, the University of Utah, a developer of educational television channels, obtained permission from the association to install its own equipment, thereby adding a fourth channel. Rheame maintains this equipment along with the association's.

The initiative, work and community spirit of these men has been a terrific morale boost, not only for FAA personnel but for the area residents, and has enhanced our agency's image.



Lining up a putt on a synthetic green on Wake Island's new golf course is Pacific Region Director Phillip M. Swatek. Behind him is natural turf struggling to become established on the sand.

BAILEY'S FOLLY

Once upon a time, Wake Island, with all of its 2½ square miles, boasted a three-hole golf course, aptly named "The Low-Tide Country Club." The greens were asphalt and the playing time restricted to when the tide was out—mainly at night and during working hours. For obvious reasons, this course became only a memory, but a strong one in the mind of Assistant Area Manager Bob Bailey.

Bailey wanted a real course—one that would use all the clubs in the bag, but the problems were formidable. Wake is a coral atoll with no natural soil and a modest rainfall, and there was no money. But he wouldn't let the idea die and would talk it up to any of the 2,000 population who would listen. Many dubbed the idea "Bailey's Folly," but there were also many who were infected with his enthusiasm among the FAAers and Air Force, civil-air-carrier, Facilities Management Corp. and other private-enterprise personnel.

By 1968, Bailey and these avid would-be golfers had raised funds to buy synthetic greens for three holes. Over the next three years, the course was built hole-by-hole, with the buffs starting to play as each hole was completed. Volunteer help—from individuals to corporations—was abundant. Among FAAers, there were Jim Weaver; Masa Kubo, who did much of the earlier work with an end-loader and with Bermuda-grass turf installation; and Ed Kaanana, who worked on graders, bulldozers and back hoes.

This autumn, the six-hole course was completed. Even this impossible job could be bootstrapped, if there was the will.

FACES AND PLACES



ENTHRONED—The Pacific Region crown for Id3a Champion for FY 1971, along with \$100 in suggestion money, went to Guam electronic technician Wayne Henry for a time- and money-saving procedure for the testing and maintenance of standby PT-150 transmitters. At least four regions have adopted his suggestion. Here, wife Elaine crowns him . . . literally.



IN GENERAL—George N. Masterson, an air-carrier-operations specialist in the FAA Academy's Flight Standards Training Branch, gets the stars of a brigadier general in the Oklahoma Air National Guard from Governor David Hall. Masterson is chief of staff for air with the guard headquarters. He works as the instructor pilot and flight engineer in the Boeing 720 unit.



WE POINT WITH PRIDE—For single-handedly aiding five lost pilots during a storm in the area of the Parkersburg, W. Va., FSS as well as continuing to cope with standard operations, ATCS Richard B. Cox (second from right) was presented the FAA award by Clay Hedges, chief of the Eastern Air Traffic Division. Looking on are Carl Tulino, Air Traffic Operations, and Mrs. Cox.



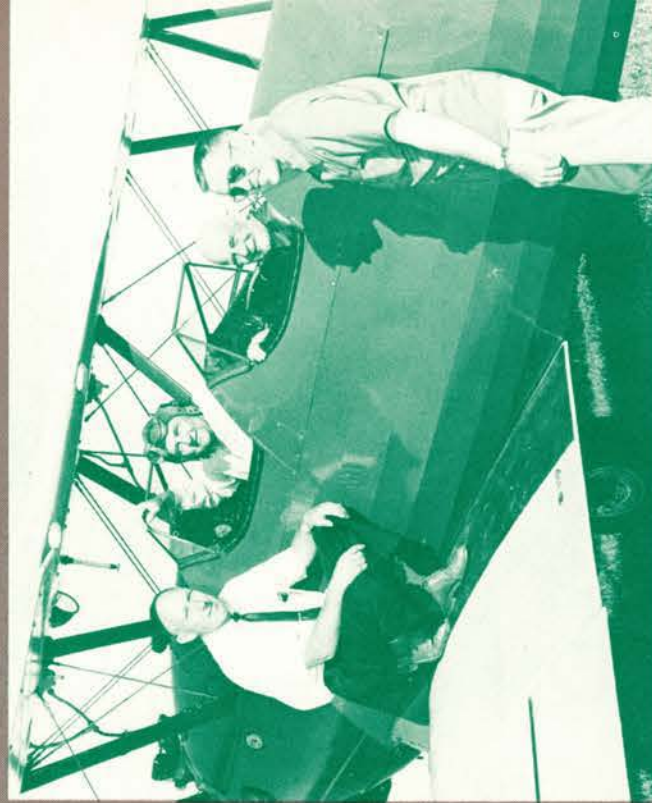
COUNTERPART COLLOQUY—Thomas H. Prescott, Atlantic Region director, Department of Transport, Canada, and his staff officers visited Northeastern headquarters to discuss mutual problems. Chatting are (left to right) George A. Fisher and Robert E. Jones, NE Flight Standards Division; John M. Cody, regional airworthiness inspector, DOT, Canada; and Allen Gilchrist, regional superintendent of airports, DOT, Canada.

GOLD DIGGER—Displaying the gold-plated shovel used for groundbreaking ceremonies for the Denver ARTCC in Longmont and, more recently, for the Data Automation Wing are (left to right) Bill Bruce, Center Chief; Mervyn Martin, Rocky Mountain regional director, and Charley Martinka, president of the Longmont Chamber of Commerce. The Chamber of Commerce presented the shovel to the Center during the dedication of the new automation wing.



FAIR QUEEN—Miss Santa Clara County (Calif.) is Nancy Maloney, daughter of Robert Maloney, Western Region employee relations specialist. In this preliminary pageant for Miss America, Nancy won a \$750 scholarship, a trip to Puerto Vallarta, Mexico, and a wardrobe. As her first official duty, she reigned as queen of the 27th Annual Santa Clara County Fair.

NETMEN NET—FAA contingent of the DOT tennis team finished third in its maiden year. The members include (left to right): Johnny McQuig, NASPO, who had a 6-1 record; Dick Cullerton, management intern; Bill Miller, Management Systems, FAA tournament committeeman; John Irish, International Aviation, who garnered a 15-1 record; Lambert Irons, Aviation Economics, and Owen Birnbaum, Associate General Council, the FAA representative to the DOT Tennis Council. Not shown are Dave Geftan, Public Affairs; Carl Schulten, SRDS, and Jerry Teplitz, SRDS.



FOR AULD LANG SYNE—Lt. Gen. Jimmy Doolittle tries out the rear seat of a World War II-vintage Stearman PT-17 trainer that Jim Alwood (right) of the Hogueham, Wash., FSS helped restore. Doolittle was in Washington with former B-17 pilot Col. Edward Michael (front seat) for an annual Medal-of-Honor get-together. Perched on the wing is FSS Chief Jack Teitge.

ACT FLIES—General Aviation's Education Division with the Washington, D.C., Downtown Jaycees Chapter sponsored a motivational project for 60 teenage members of Action for Children in Trouble (ACT) at Andrews AFB. Its primary objective was to show the job opportunities in aviation. Stewardess Tony Boyd (fourth from left) and American Airlines Flight Officers Jim Tillman (in uniform) and Willis Brown (with tie, facing camera) brief the youths on the operations of an F-105 TAC fighter. GA Administrator John Baker, Mervin Strickler, director of the education division, and Charles L. Dobson, educational specialist, provided technical assistance on the project.



"Come on in," the counselor said, "and let's talk about the problem you brought over the other day."

The minority complainant sat down, returned the counselor's greeting and sat back to listen.

"I've had a little trouble trying to get your supervisor to consider removing his charge," the counselor said. "We checked your record—talked with people you deal with, your co-workers and others, and everybody thought well of you—except your supervisor; so I presented him with a proposal. Since you had struck at him three times before and he had forgiven you, he's not going to this time."

"Well, what I am going to do?"

The counselor then presented his alternative solutions to avert job termination for the employee, who accepted the solution of greatest advantage to him. He agreed to be transferred to another job with the agency.

This interview was reviewed by the men themselves over instant videotape replay, for the two were actually Equal Employment Opportunity Counselors—Spann Watson of Headquarters and Hoyt Hudson of Dulles Airport. Their role-playing was part of 12 hours of lab sessions, working on simulated EEO cases videotaped for critiquing, during the recent 40-hour prototype training course that all EEO counselors will take to become professionally effective. This is an objective course, based on management techniques rather than on controversy, i.e., emphasis is on doing rather than talking. The course was developed by James R. Pennington, Employee Development Specialist.

Reading the roster of the agency's nearly 150 EEO Counselors slated for the course, you are reminded that it is not unlike roll calls from a World War II movie: "Abila, Beasley, Bell, Benavidez, Cavaleri, Davis, Golucke, Hong, Matsushima, Reichmuth, Perez-Rios, Splonskowski, Watson . . ." They're from many ethnic origins—as varied as are their jobs with the agency. Most of them have been carrying the added responsi-

EEO COUNSELORS

PEOPLE-ORIENTED PEOPLE

bility of counseling for about four years, having accepted the assignment voluntarily at the outset of the program. It has required extra study, training and personal involvement above and beyond their regular jobs, but there are few resignations, if any. The men and women selected as EEO Counselors know their job is sensitive and vital, and they like to help people.

To know who they are, you have but to look on any FAA employee bulletin board, each of which carries a sign showing the pictures of the local counselors and giving their office locations and telephone numbers.

To find out in plain language what their main aim is, I asked Leon Watkins, Acting Director of Civil Rights.

"EEO's basic purpose is to provide for the counseling of minority people who feel they have a complaint because of discrimination based on race, color, religion, sex or national origin. Access to counseling is set forth in Executive Order 11478, which also calls on us to encourage the resolving of employee problems on an informal basis."

Director of Personnel George Reeves recently spent four hours with the agency's first week-long training course on EEO Counselor Effectiveness. Mr. Reeves and the prototype class exchanged dialogue for nearly three hours, which left no doubt that FAA's head of personnel displayed sincere concern for spotlighting and correcting problems outlined by those in the field.

Reviewing the way counselor Hoyt Hudson (second from left and on the screen) handled the case presented him in the recent "EEO Counselor Effectiveness Training Course", participants and training managers critique session. Others pictured besides Hudson, who in his regular job is an equipment mechanic at Dulles, are (from left): Spann Watson, ATC Specialist, Hq.; and Anthony Amato, G. Frank Roberts and James Pennington, of the Office of Training.



Students in the prototype course for all EEO Counselors pose with trio that conducted it. Front row: Course Manager James Pennington; Assistant Manager G. Frank Roberts, and staffer Anthony Amato (behind Pennington); Martha Reece, secretary, Norfolk, Va.; Elizabeth Flinta, translator, Oklahoma City; Mary M. James, contract specialist, Oklahoma City; Dorothy Anderson, ATCS, Sacramento, Calif.; Pierre Collins, ATCS, Atlantic City; Quantin Reichmuth, ATCS, Bellevue, Neb.; Second row: Anthony Amato; Jose Lovato, ATCS, Trinidad, Colo.; James Finklea, ATCS, New Orleans; Hoyt Hudson, equipment mechanic, Dulles Airport; Ervin Work, electronic technician, Wichita, Kan.; Frank Wong, ATCS, Honolulu; Spann Watson, ATCS, Hq.; Third Row: Daniel Benavidez, electronic technician, Longmont, Colo.; James Smith, electronic technician, Longmont, Colo.; Richard Jones, ATCS, Leesburg, Va.; Roy Flemmons, supervisory ATCS, Lubbock, Tex.; Emory Hunter, boat pilot, Juneau, Alas.; William Dempsey, ATCS, Charleston, S.C.; and Franc Herndon, chief, Civil Rights Staff, Kansas City, Mo.

He discussed parts of the Merit Promotion Plan with the 21 counselors enrolled, since many of the problems that come before counselors revolve around seeking better jobs.

The new 40-hour course is heralded by those who took the first class as "offering a curriculum that will prepare counselors to increase their professionalism in meeting the challenges of the social changes evolving within the system." In half-a-dozen more such classes, FAA will have put every counselor through the training.

Management and General Training Division's Aaron Rothman lays the success of the well-structured course to James Pennington, G. Frank Roberts and Anthony Amato, who served, respectively, as manager, assistant manager and staff member. Two-weeks prior to taking the course at Washington Headquarters, each counselor received a packet of information relating to the upcoming training. During the actual course, they were issued a three-inch thick workbook containing some 10 different Handbooks and Orders to be used for specific research in solving complaint cases during the training session.

"This research practice," explained James Pennington, "started each counselor thumbing through the material he must use in the field to research a case. Rather than tell them merely where to look for information, we get them to find out for themselves."

According to one counselor, the pressure-packed research situations were extremely helpful.

"On his regular job," the student said, "the EEO Counselor is not going to have week after week to investigate a complaint. Having to solve cases by the third day of 'school' gives us practice in doing the research for the regulations needed and getting a bonafide complaint satisfied quickly."

Consulting the workbook of agency orders via their formidable titles is the key to solving many a complaint before it gets to a formal grievance or appeal action. Some of them: "Adverse Actions, Appeals and Grievances;" "Employee Benefits;" "Absence and Leave;" "Workweeks and Hours of Duty;" "Pay Administration;" "Recognition and Awards Program;" "Evaluating and Improving Employee Performance;" "FAA Career System Handbook;" "Civil Rights and Equal Opportunity Program;" "Merit Promotion Plan."

Each counselor received numerous handouts for a permanent binder to use in the course and afterwards. They include numerous terse and crisp articles of a "bootstrap" nature, through which the counselor can improve his skills in speaking, listening, understanding cultural differences, communicating and counseling.

The counselor knows, when the course is completed, that he is now well-equipped to negotiate with a complainant, explain advantages and disadvantages and recommend courses of action . . . or inaction. The decision always ultimately rests with the complainant.

Now, the counselors are more effective agents for the agency's commitment: to make maximum use of skills and abilities from all human resources. —By Thom Hook

While staff member Anthony Amato readies the camera to videotape a laboratory role-playing session that features counselors Hoyt Hudson (seated, left) and Spann Watson working out a case for complainant-counselor discussion, course manager James Pennington (standing, right) and G. Frank Roberts check the monitor and videotape deck.



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With the computer cabinets that house the computer "brains" in the background, part of the WMSC operations staff, which is composed of three shifts, monitors the system (left to right): Betty Olson, computer operator; Larry Brandt, crew chief, and Lois Gordon, computer operator.



Weather messages destined for nationwide distribution are temporarily stored in a high-speed magnetic drum. WMSC computer technicians Bob McCall (left) and Walter Ray check over its circuit cards.

Nation Wired With Weather Web

FAA has a machine that talks only about the weather, so people can do something about it.

Outside Kansas City, Mo., at the National Communications Center, FAA people have begun limited operation of the Weather Message Switching Center (WMSC), which will soon ingest nearly 1,000 hourly weather reports from across the country and parts of Canada and Mexico, sort them, and re-transmit them in 20 minutes to flight service stations, control towers and en route centers, as well as to airline companies and many other weather-hungry organizations.

A computer is taking over these tasks from the "old" system, which was installed in the early '60s and uses intermediate relay stations in five cities and festoons of punched paper to store and send the messages. The change at the Center is from an olive-green, electro-mechanical, clickety-clack environment to a gray, white and pastel blue, automated, tickety-hummm one.

Assistant chief of NATCOM, Leon Turk, explained that the computer will collect and distribute weather reports in less time, more flexibly and with much greater growth capacity than the relay system.

FAA electronics technicians helped install the Philips computer and were trained by the company in its intricacies. The equipment went operational Oct. 1. "The new system is performing fine, but things haven't been dull, because we're making plenty of small adjustments during the changeover, which lasts a few months," said Jim Todd, Airway Facilities Sector manager for NATCOM. "We also maintain an Uninterruptible Power System, one of only three UPS in the FAA."

Running WMSC is a 24-hour job, and three shifts of six FAA computer operators do it every day.

Despite its brains, the computer recently needed a lengthy lesson in etiquette. It was identifying a certain town with the abbreviation, "PUK". When WMSC was asked to change the symbol, programmers had to make 100 separate keypunches to insert the more agreeable name of "PAH" into the computer's memory.