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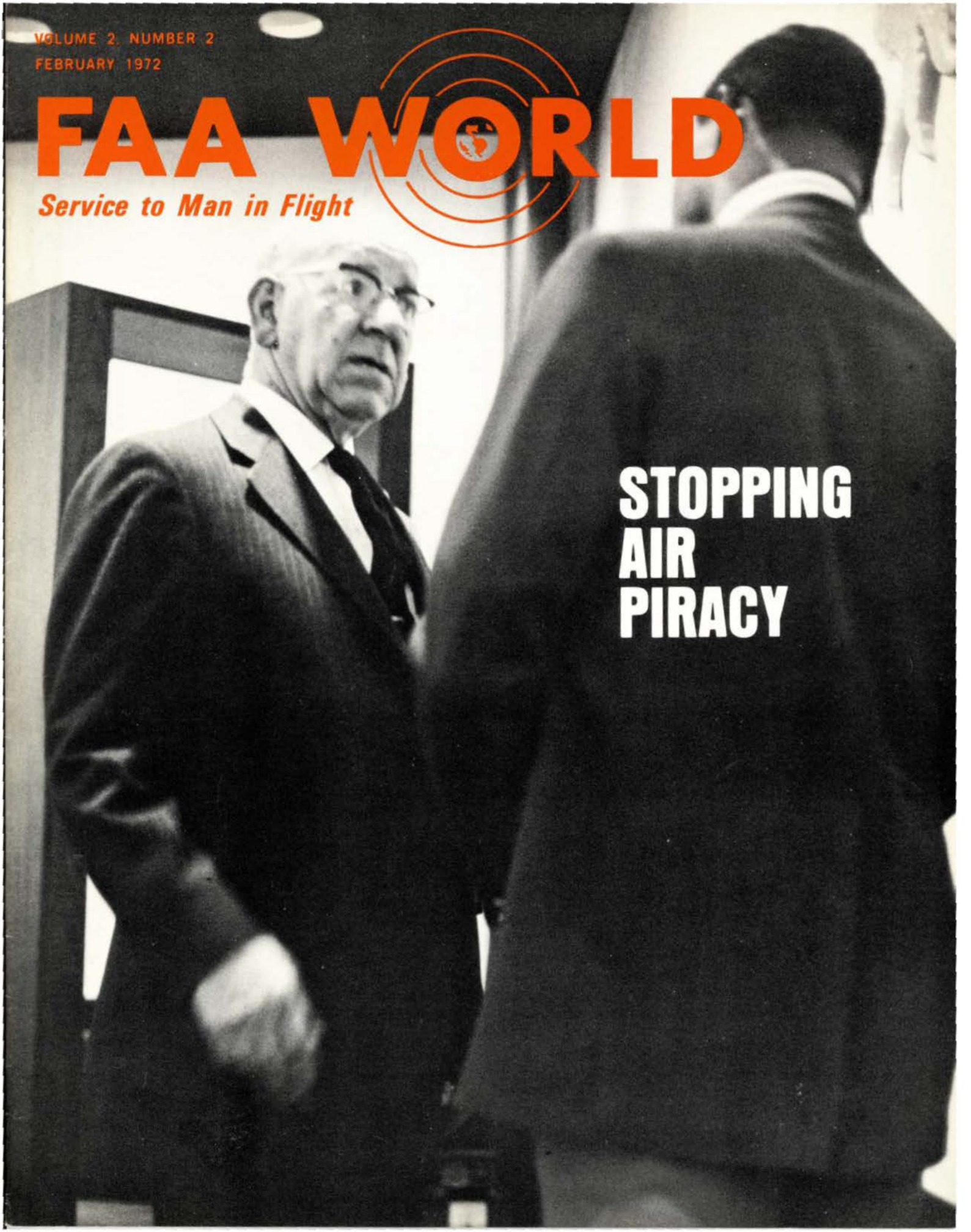
FAA WORLD

Service to Man in Flight



STOPPING AIR PIRACY

FAA WORLD

FEBRUARY—1972

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The cover: *Dick Hendess, FAA's Air Transportation Security Officer at Washington National Airport, discusses the passenger-screening operation with a U.S. marshal near a magnetometer portal. On the floor facing the marshal is a device that produces a meter reading and an audible tone in the presence of metal.* —*Photo by Leo I. Beinhorn*

1972—The Air-Security Year

FAA has been in the air-security business for more than a decade. But it has only been in the past year that a major program had to be mounted in response to an increase in air piracy and hostile acts against aircraft. The agency has moved forward with definite strides in meeting the challenge.

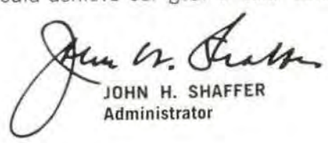
Our intensive efforts in cooperation with other Federal agencies and the airlines, have caused more than half of the attempted air piracies in the past year to be unsuccessful. There were 2,300 arrests due to ground-security efforts last year, and we estimate there would have been at least 10 more hijackings but for these efforts. We'll never know the exact extent of our successes—how many would-be hijackers are deterred by the prospect of our screening operations or by the possibility of a sky marshal sitting across the aisle.

We do know that we must make every effort to achieve the ultimate in ground security. We are training airline crews on how to deal with hijackers and how to frustrate their attempts, but the future clearly lies in preventing would-be hijackers from boarding aircraft. In addition to FAA's Air Transportation Security Officers at 33 major airports, there are 230 U.S. marshals at the same airports and 1,300 Customs Security Officers covering 25 international airports—two-thirds of the latter flying at any one time.

The airlines themselves will have to carry the burden of providing adequate screening of passengers; airports will have to provide physical security; and local law-enforcement agencies will have to be used for detaining suspects. Thus far, voluntary efforts to do this have not been satisfactory.

Consequently, FAA has been evaluating comments on Notices of Proposed Rule Making, and a decision will be made this month on whether to incorporate the rules into Federal Aviation Regulations. The changes would require security measures for airports and make anti-hijack, pre-boarding passenger screening mandatory for air carriers.

Through these measures and the dedication of Federal security officers, we should achieve our goal of total safety for those who fly.



JOHN H. SHAFFER
Administrator

FAA's tough job in

Stopping Air Piracy

A long line of people filed through the gate to board a DC-8 bound for Miami from New York's John F. Kennedy International Airport.

Elliot Blue remarked as he watched the passengers, "Security on the ground means as much to the FAA for flight safety as airworthy planes, competent airmen and the right flight procedures." Blue is chief of the Air Security Branch in the Eastern Region's Air Transportation Security Division, and he is in charge of the division's nine field offices located at airports throughout the region.

The FAA developed pre-departure passenger screening in early 1969 when hijackings were becoming almost commonplace. In July 1969, the agency organized the Office of Air Transportation Security. After the spectacular Mid-East hijackings in September 1970, President Nixon ordered the current sky-marshal program, with the FAA quarterbacking the entire program to prevent air piracy.

As Blue spoke about the program, middle-aged women, long-haired young men, grandfatherly gentlemen, tight-jeaned girls, parents and their children—all were passing between the poles of a metal-detecting magnetometer at the boarding gate, and a Federal marshal watched both the passengers and the light on the magnetometer.

"Passenger screening is the business end of the agency's anti-hijacking program," Blue said. "The sky marshals are a major part of it too, but we want to stop air piracy before it gets off the ground."

The light on the magnetometer kept flashing. "On any flight, many of the passengers boarding a plane will trigger the magnetometer," Blue explained. "But only a small percentage fit the psychological profile as potential hijackers. These people—they're called 'selectees'—must prove their identity to airline officials, or to the marshal. On international flights, everyone is considered a selectee. If the magnetometer shows that selectees are carrying metal, the airline can ask them to submit to a search by the marshal. Depending on the results, the airline may refuse to let such people get on the plane. And people with weapons can be arrested by the marshals for violating the air-piracy law."

A man in his twenties was moving toward the gate with a guitar case—somewhat larger than the violin cases used by gangsters in the 1930s to tote machine guns, one with a fanciful suspicion might note.

Soon, however, the last passenger walked uneventfully through both the gate and the magnetometer, and the plane took off for Miami 10 minutes later.

In the Air Transportation Security Field Office near the airport, Chief William Halligan recalled that "after the field office was set up in April of 1971, it became clear we needed FAA people right in the airport, every day, to make sure that sky marshals are introduced to flight crews before takeoff and to confirm that sky marshals check in for their proper flights. It's also essential," Halligan added, "that sky marshals and any other law-enforcement officials on a flight get acquainted beforehand, to avoid any chance of a serious or even disastrous misunderstanding between them in a hijack situation."

The sky marshals' flight schedules are worked out cooperatively by the airlines and the field office.

Liaison officers from the field office navigate the maze of Kennedy Airport's terminals to reach airline dispatching offices, where they meet with the sky mar-

Passengers walk through doorway-type magnetometer at Washington National Airport as a Federal marshal watches a light on the device for indication of metal objects.

"Founder" of the Eastern Region Air Security program, Elliot Blue won a Special Achievement Award for setting up the program. Margaret Shea takes a letter in Blue's office at Region Headquarters.

"People in the field office are doing more than they're asked, because they're interested in this program," said Chief William A. Halligan. Like several other Security Field Office employees, Halligan is a former police officer.

Before taking off, airline captain and his crew make the acquaintance of Customs Office sky marshals (back to camera) in the airline dispatching office at Kennedy International Airport.

Six liaison officers from the Air Transportation Security Field Office work in shifts of two in the Kennedy terminals, explained Thomas Travaglini, assistant chief of the office. Secretary Linda Puccarella reviews schedules with Travaglini.

Sky marshal schedulers Marguerita Williams (left) and Thelma Mimms work on monthly schedules at the Field Office as physical security specialist Bernard Doyle stands by.

shals, aircrews and stewardesses who will fly together. The liaison officers make certain that the sky marshals and airline crew know each other's responsibilities and what actions to expect from each other in the event of an attempted hijacking.

The liaison officers also make continual visits to boarding areas to check the effectiveness of passenger screening.

"I spend a good deal of time working with airline people and U.S. marshals in the terminal," said Herman ("Dick") Hendess, Air Transportation Security Officer at the Washington National Airport Field Office. Hendess is chief of the office, but at present he's running a one-man show, because, as at other field offices, authorized staff is not on board yet.

"We try to work out the airlines' problems and suggestions on screening and aircraft protection with local airline officials," explained physical-security specialist Louis Murolo of the Kennedy field office. "That's one of our major reasons for being here."

"I don't think people are aware that many hijacking attempts probably have been prevented by the passenger screening program," Thomas Travaglini said earnestly. Travaglini is Air Security Guard Specialist—second in command—at the JFK field office.

"The unusual has become the usual in this program," he continued. "Some people leave the boarding area and disappear when they realize that passengers are being screened or when they see the posted warnings about searches, weapons and air piracy. One man who didn't even get on the plane abandoned carry-on bags filled with $285,000 in greenbacks. Every week weapons are found in trash cans, cubby-holes and potted plants all over the terminals."

The same is true at Washington National, Dick Hendess confirmed.

At 33 key airports across the country, including JFK and Washington National, FAA Air Transportation Security Field Offices were set up in 1971 to carry out the anti-hijacking program. During passenger screening at these airports, U.S. marshals from the Department of Justice and Treasury Department Customs Security Officers (sky marshals) provide enforcement for the air-piracy law. (Sky marshals work on the ground for 30 days after each 60 days of flight assignments.) U.S. marshals and CSOs made some 350 weapons arrests at the key airports in 1971. In the sky, CSOs made 18 arrests, 6 in response to announced or threatened hijackings, from November 1970 to December 1971.

The 33 key airports are included in a total of 531 U.S. airports that serve the air carriers. In order to provide law-enforcement during passenger screening at all these other airports, the Air Transportation Security Field Offices are enlisting the help of local authorities such as airport, city, county and state police.

"We want to clear people so they can board the airplane," said James Murphy, Director of the Headquarters Office of Air Transportation Security. "Although passenger searches sometimes result in arrests for lawbreaking unrelated to air piracy, such as possession of narcotics or stolen cash, our only purpose is to assure that no one getting on a plane constitutes a threat to the safety of a flight."

At present, pre-departure screening is performed voluntarily by the airlines, with varying degrees of strictness and laxness. "Since screening of selected flights began in late 1969, there hasn't been a single hijacking on a flight that was properly screened," commented Joseph Blank, chief of the Ground Security Branch at Headquarters. "But there have been hijackings after improper screening and when none was in effect," he said.

FAA is therefore pressing to issue regulations soon to require both air-carrier airlines and the 531 airports serving them to establish and maintain passenger screening and ground-security procedures that meet the agency's approval.

Under the current program, air piracy has already been sharply reduced from 1969's high of 33 successful hijackings out of 40 attempts on U.S. aircraft to 12 out of 27 in 1971.

"We've put together an excellent team of people from three departmental agencies—FAA, Bureau of Customs and the U.S. Marshal Service," said James Murphy. "Hijacking can be stopped," he added, "and we're going to do it."

—By Don Braun

DIRECT LINE

Q. It is my understanding that during World War II, the FAA allowed its employees to be placed on military furlough. This apparently resulted in allowing the employee to continue without a break in service between the time he was discharged and reemployed. If this is true, why did other government agencies not have the same policy?

A. Restoration rights after military service during World War II were based on a number of Federal statutes, such as the Selective Training and Service Act of 1940. If the individual applied for restoration within the period of time specified (normally 90 days after release from active duty), all service was counted as continuous service regardless of whether the individual was furloughed or resigned to enter the armed forces.

Q. I have been told that the attrition rate of developmental controllers at the various centers varies markedly. Is this true and, if so, what accounts for the variance?

A. You are correct. The attrition rate of developmental controllers is not the same at all centers. Similarly, it varies from one terminal to another. So long as the factor of individual differences exists between individuals in the training program, there is no way to attain a strict uniformity of attrition.

Q. Why can't our savings bonds, which are purchased through payroll deductions, be mailed with our payroll checks? Why does it take our regional office such a long time to send them to us?

A. The Treasury Department has advised us that it is not possible under existing regulations to mail savings bonds with pay checks. All FAA payroll offices and the Treasury Department disbursing offices give priority to processing pay checks. It is sometimes necessary to process bond-purchase schedules a few days later than the pay-check schedules for the same pay period. You are not penalized by any delay in bond processing or mailing, as your bond will bear the same issue date as if purchased at the same time the pay check is issued.

Q. When an air-traffic-control facility no longer meets the FAA numerical volume range for an assigned level, when will it be downgraded?

A. If an air-traffic-control facility no longer meets the FAA numerical volume range for an assigned level, FAA policy is that a change in facility level will be accomplished at the end of any 12-month period when there is tangible evidence that the increased or decreased activity is permanent. Fluctuations in traffic activity up to five percent below the minimum are permitted without change. Fluctuations of more than five percent below the minimum are examined to establish if the lower volume will continue. The level should not be changed if the lower volume is a temporary change. This policy statement was extracted from the Organization and Classification Guidelines for Air Traffic Control, a manual which is available at all air-traffic-control facilities.

Q. It is my understanding that management can and does schedule Flight Service Station personnel to work 10 consecutive days without premium pay. Facility Management 7210.3, Section 8, Paragraph 113, forbids anything over six consecutive days without a calendar day off for terminal and enroute specialists. By the omission of Flight Service Specialist in this section, does this mean that it is legal to schedule the extended watches? I have not been able to find any other reference stating that Flight Service Specialists are subject to the 10 days in a row. I understand that other government agencies have the six-day restriction and, on the other hand, that some Flight Service Stations prefer the 10-day rotation. However, if the personnel do not want this type of schedule, can they be forced to work 10 consecutive days to avoid payment of overtime? I do not understand why this regulation differentiates between the options. It is well known that mental strain as well as physical fatigue occurs in both areas.

A. An AT–1 GENOT number 9/90, dated 16 June 1969, excluded FSS personnel from the maximum six-consecutive-days policy. Working 10 consecutive days does not entitle the employee to overtime pay if he does not work more than five days in a calendar week—that is, Sunday through Saturday. Facility chiefs are responsible for preparing watch lists for their respective activities with provision for adequate coverage during peak workloads. The type of rotation schedule is usually discussed with the personnel.

Reviewing installation of the control panel in the new "Europa" airship car, Inspector Dick Hansen (left) is accompanied by Goodyear Aerospace's Clarence Gibson, manager of quality assurance. The agency recently issued a production type certificate for Goodyear blimps, which heretofore were built and type certificated on an individual basis. Airlifted to and assembled in England, the fourth and newest blimp will be a goodwill ambassador over European sporting events in spring and summer.

FAA's Quality-Assurance Eyes

The Manufacturing Inspectors

For the awesome responsibility it has, the agency's Cleveland Engineering and Manufacturing District Office (EMDO) seems remarkably small in size and number of people. Serving close to 50 large manufacturing plants in northern Ohio, the EMDO is staffed by a supervising inspector, EMDO Chief Chester Swinehart; three manufacturing inspectors—Dick Hansen, Kenneth Scott and Todd Kemmerer—and secretary Margi Zysek.

The inspectors maintain surveillance to assure that airworthy airplanes are coming off the production lines and that all components being produced conform to approved standards. The Cleveland office is one of 22 EMDOs plus four satellite offices performing that function. The staff is part of 143 FAAers engaged in the nationwide work of monitoring approximately 1,200 manufacturers of civil aviation products and components.

Meeting me on arrival in Richmond Heights, a Cleveland suburb only a stone's throw from the plant of American Aviation, Chief Chester L. Swinehart quickly answered a query about maintaining quality standards for so many big manufacturers with only a handful of inspectors. These men must have expertise in a wide variety of products: from aircraft, helicopters and airships to wheel and brake assemblies, tires, cargo containers, air-chute slides, navigation equipment, deicer equipment and so on—all made under FAA production approvals through appropriate certification.

"We are assisted greatly by a dozen designated manufacturing-inspection representatives (DMIRs)," Swinehart said. "The DMIRs are paid salaries by their companies, but they report on quality assurance to our office."

One thing all the inspectors have in common, I learned from the EMDO chief, is decades of experience in aviation quality-control work before they came with the agency. Chet Swinehart was a flight engineer on B-29s and also headed a division inspecting aircraft for Piper Aircraft and for Avco-Lycoming before joining FAA in 1958. He now has about 31 years of know-how applicable to his job and personally handles homebuilt-aircraft liaison in addition to running the shop.

Todd Kemmerer, the most recent member added to the staff, was in quality-control work at Boeing Vertol and earlier with manufacturer Frank Piasecki in rotorcraft production in Philadelphia. His major account is Scheutzow Helicopter at Columbia Station, Ohio, which

is well on its way toward obtaining type certification for future production of a two-place helicopter whose rotor is driven through a multiple V-belt instead of a more maintenance-prone main-rotor gear box.

Another inspector, Richard H. Hansen, has so much manufacturing experience over three decades that you wonder how the agency could convince such a man to come aboard. The answer lies in the opportunity presented to make use of his management background and total experience to further aviation safety—not just for one company, but for a number of them. By the time he was 25, Hansen was the youngest master mechanic ever employed by Brunswick Balke Collander in Michigan, which produced Waco tow gliders, land mines and assault boats, among other things. The job

Manufacturing Inspector Dick Hansen (center) and Clarence Gibson (left), manager of quality assurance for Goodyear Aerospace, talk with the head of the company's large drafting section. As part of the agency's new inspection approach called QASAR (Quality Assurance Systems Analysis Review), the inspector includes every department head in a thorough survey of the total system and requires changes as needed.

of master mechanic is now called "chief industrial engineer." As time went on, he added numerous skills, such as tool designing and press operation for Norge Borg Warner and as project engineer and designer for Clark Floor Equipment. His job prior to joining FAA was as quality chief at Teledyne Continental Motors, Muskegon, Mich., directing some 186 employees.

Accompanying Dick Hansen on calls to several of his "clients," I found that an inspector deals with quality assurance on a systems-analysis basis. The new QASAR (Quality Assurance Systems Analysis Review) approach that he and his 142 FAA counterparts are using relies on monitoring the entire system. The old approach involved looking at every little nut and bolt, which available man-hours and the growth of aviation manufacturing no longer permit. QASAR was adopted by the agency last summer and is taught to

Small in size but big in responsibility, the Cleveland EMDO at Richmond Heights starts its day together, before the inspectors call on some of the 50 companies under their jurisdiction. Secretary Margi Zysek files as Chief Chet Swinehart chats with Kenneth Scott, while Todd Kemmerer and Dick Hansen tend to paperwork.

all inspectors during 80 hours of initial training and in review courses.

"Each part of aircraft coming off the production line must conform with the part or product as originally FAA certificated under PMA—"Parts Manufacturing Approval," Hansen explained, as we drove to the mammoth plant of Cleveland Pneumatic Tool. "It is up to the manufacturers to provide a quality-control system that meets FAA standards and assures that the products are in condition for safe operation."

At Cleveland Pneumatic, he discussed plant layout

Goodyear Aerospace's Clarence Gibson shows Inspector Dick Hansen the company's oversized photo of a printed circuit used in wheel and brake anti-skid devices for airliners and military planes. Mounted for the camera, the circuit photo is reduced to one-sixth and reproduced on a master sheet with five other similar circuits, following which etching and plating produces finished electronic boards.

Checking documents pertaining to the McDonnell Douglas DC-10 passenger-door actuators, Inspector Dick Hansen discusses compliance of the motors with specifications with Lear Siegler assembly-inspection supervisor John Rizzo (center) and line inspector Rudy Dorcik (right). Each DC-10 has eight passenger door actuators like those shown.

Final certification tests for the new American Aviation Traveler AA-5 saw FAA Manufacturing Inspector Kenneth Scott (second from left) chatting with one of the company's test pilots and EMDO Chief Chester Swinehart (at right) taking a walk around the plane. FAA Flight Test Pilot Dave Hmiel from the Eastern Region's Engineering Branch gets into the left seat, while the company's Dick Kemper stands on the wing.

with quality-control manager Ray Barrett, who then showed us rows of large aircraft landing gear in all stages of manufacture and test. Hansen was completely at home amid the 20 gigantic vertical six-spindle profilers, a large Skoda horizontal boring mill, full-scale epoxy models of landing gear under photoelastic-stress survey, flash welders, five-axis numerical-control Omnimils and other precision machinery for producing landing gear for large aircraft.

Quality assurance begins with an examination of procedures for receiving materials from other suppliers and only ends with the gear completed and crated for shipment to a major aircraft manufacturer.

At the Cleveland plant of Lear Siegler (which produces precision airborne mechanisms) as at other manufacturers, I found that Dick Hansen has entree to the company's president, Orrin Bowland, works closely with the director of quality control, Daniel Winne, and spot checks with department heads.

Dick Hansen also is responsible for inspecting several well-known giant manufacturing operations in Akron, an hour's drive south of Cleveland. The periodic surveys that FAA inspectors made were in the offing, so Hansen took me along to talk with William Graham, manager of aircraft tire development at B. F. Goodrich Co. On the plant's sprawling ground floor, we saw rubber being mixed in a giant taffy-pull-like machine and the making of huge 28-ply tires for airliners. Hansen also checked the department producing slide/rafts for airliner use and discussed the upcoming survey.

For Hansen's next call, we drove to the Akron

suburbs. I knew we were at Goodyear Aerospace when I saw a 22-story airdock, home of the 785-foot dirigibles Goodyear produced in the early 1930s. It now takes a back-seat to newer plants in which Goodyear produces a wide spectrum of products for military and civilian use.

One vestige of the golden days of lighter-than-air was the new blimp "Europa," just production certificated through the Cleveland EMDO. Hansen discussed quality control with Goodyear's Clarence Gibson and inspected the new airship's cab and final work on its huge elevators and stabilizers. Further on, Gibson showed us where Goodyear airliner cargo containers were being made.

After we returned to the Cleveland EMDO, another inspector, Kenneth Scott, invited me to visit nearby American Aviation. On the way, I learned he had been a quality-assurance analyst and later quality-planning engineer for Martin Aircraft in Baltimore. Later, he was quality-assurance engineer for Boeing Vertol and administrator of off-site quality-control teams.

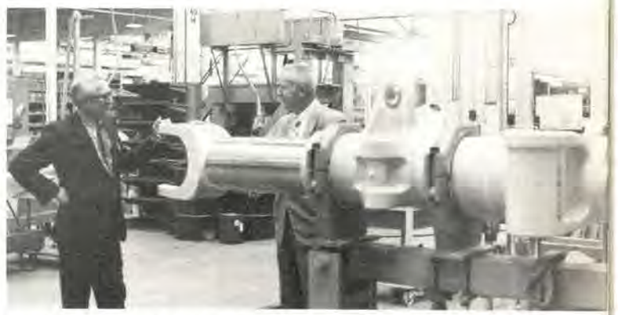
I asked him how often an FAA inspector visits his clients. "In certain instances, daily," Scott said. "A good example is the case of American Aviation's new four-place Traveler. We started working on its certification last February. This meant daily calls, looking into each detail of assemblies, processing, bonding and testing. We looked thoroughly into design details and sub-assembly quality standards. When the design was acceptable, the prints went for further review to the New York offices of the Eastern Region."

Scott explained that any evidence of non-conformity at any company can usually be handled on the site. "If a part needs reworking because it has been laying aside too long, or if aluminum chips have fallen into a fuselage skin, for example, an FAA inspector will require that corrections be made in the system to prevent a reoccurrence. If a grinding, painting or sanding area has been located too close to a critical assembly area, the inspector will require relocation where quality will not be jeopardized."

Finally, we witnessed the successful flight testing of the new American Aviation Traveler, now certificated for production. The EMDO Inspectors had done their job well, and type certification was completed on schedule. General aviation pilots now have a new, safe plane—through QASAR and FAA. **—By Thom Hook**

Inspector Kenneth Scott has only a few minutes drive from the office to the plant of American Aviation at Cuyahoga County Airport. Here he and American's George Westphal (right) look over the two-place American Trainer. Scott monitors all manufacturing processes of the company, which uses a metal-to-metal bonding process that does away with riveting.

On an inspection visit to Scheutzow Helicopter, Cleveland EMDO Chief Chet Swinehart (left) and Inspector Todd Kemmerer look over the new Scheutzow "Bee" helicopter. The inspectors keep tabs on the company's effort toward obtaining FAA Type Certification to go into full production in the future.



Inspecting the mammoth plant of Cleveland Pneumatic, FAA's Dick Hansen (left) and the company's quality-control director, Ray Barrett, pause at a body gear for the Boeing 747 which is under a pressure test. Testing of the gear determines if there is any leak at the seam where components are joined together and ascertains that the gear can take the proper amount of pressure and hold its hydraulic fluid.

Holding a model of the new airship "Europa," Goodyear Aerospace President Morris B. Jobe is about to receive a production certificate from FAA Supervising Inspector Chester L. Swinehart, head of the Cleveland Engineering and Manufacturing District Office (EMDO), while EMDO Inspector Dick Hansen looks on. The production certificate is the company's authority to produce as many blimps as their schedule permits with a minimum of FAA surveillance.

The OMAHA Cutover

Three of the F&E construction men who worked to meet the scheduled changeover for the Omaha Area are (left to right) Elza Bandy, Cyril Beynon and LeRoy Hindman, all from the Farmington, Minn., AFS.

An intense effort on the part of many Great Lakes Region personnel culminated in the successful cutover of control responsibility for a heavily trafficked AT section from the Chicago ARTCC to the Minneapolis Center in November.

The job was accomplished during continuous air-traffic operations in an area that generates more than 300,000 aircraft operations annually. The section concerned, known as the Omaha Area, includes parts of Nebraska, Iowa, northern Kansas and northern Missouri and covers 60,000 square miles. It adds nine sectors to the Minneapolis Center.

A great deal of the credit for the successful transfer goes to the Facility & Equipment crews who moved the facilities from Chicago and to those who installed the equipment in the Minneapolis Center, according to Don Latimer, Minneapolis Center chief.

Joe Heflin, one of 22 Chicago ATCS to move his family to Farmington, Minn., remarked that "the whole task went relatively smoothly because of the care taken by the agency in handling the transitional period." To gird for the event, 65 developmental and full-performance controllers and five team supervisors were detailed to the Chicago Center for up to nine months to qualify on the Omaha sectors. In addition, all Minneapolis assistant chiefs and flow controllers made one-week familiarization trips to the Chicago Center. At the same time, 110 assistant controllers and flight-data personnel at the Minneapolis Center received formal classroom training on the Omaha sectors.

SpadeWork Begun for New EAR

In line with the Administrator's call for the development of a new system of employee performance appraisal, the Office of Personnel is now evaluating the responses to 5,000 questionnaires that were distributed to a representative sample of supervisory and nonsupervisory employees throughout the agency. Some excellent suggestions have been noted, and Personnel is appreciative of the cooperation of those who participated.

As part of its plan to identify and define the problems of the current system and develop a more effective one that will satisfy the needs of the agency and have the confidence and support of all employees, Personnel will shortly conduct interviews at selected sites around the country to probe further into the problems and obtain suggestions for improvement. An advisory committee composed of individuals representing supervisors, nonsupervisors, operating personnel offices and FAA's Civil Rights Committee will then be established to assist in developing recommendations.

Personnel is also exploring the entire range of performance systems in both government and private industry to determine which systems have proven most effective and manageable.

FACES AND PLACES

PAPER SAVER—*For improvements and savings in manhours and costs in the regional reports management program, Rebecca McCoy of the SW Management Systems Division, Fort Worth, received the Federal Government Paperwork Management Award from Dudley F. Judd (left), International President of the Association of Records Executives and Administrators, at a national awards ceremony. J. Meisel, Director of the Office of Management Systems, is at right.*

ARTFUL WORK—*Because of the commissioning of the ARTS III at O'Hare Airport almost a month ahead of schedule, GL Director Lyle K. Brown (left) presented Special Achievement Awards to (third through fifth from left) George Rathbun of AFS, DSO Don Kemmerling and Operations Chief Carl Joritz. Next to Mr. Brown is AF Chief Jim O'Brien. At right are ORD Chief Dan Vucurevich and Jack Wubbolding of the AT Division.*

SOARER—*Flying his new fiberglass sailplane, Denver TRACON controller Billy Hill won one speed task and finished second among 30 contestants in a soaring meet at Colorado Springs, Colo.*

NATIONAL AWARD—*Chairman of the Los Angeles Chapter of the Federal Safety Council and member of the Western Region Planning Staff, Leonard LaFornara (right) received an award for his work in the safety program from George Guenther, Assistant Secretary of Labor.*

WILLING WORKER — *Willie Edwards (right), heating equipment mechanic at Anchorage International Airport, explains an assignment to Larry W. Gibson, a high school junior, who "worked like a man" as an FAA Summer Aid and received a $100 Special Achievement Award for his excellent work.*

HIGHER MILER—*Elevated to the Fresno Athletic Hall of Fame was Art Cazares, Air Traffic Representative at Castle AFB, Merced, Calif., and former tower and FSS ATCS. He earned his trophy for his track feats as a miler and two-miler at Fresno State College. He was never defeated in intercollegiate competition.*

WELL DONE—*For searching for an overdue pilot who proved to be disoriented and suffering from hypoxia and guiding him to a safe landing, James Locklair and Frederick Gackenheimer, Key West, Fla., FSS specialists (right), received the 1971 Outstanding Specialists Award from the National Assn. of Air Traffic Specialists. Here they are shown with SO Director James Rogers (left) and John Baker, Assistant Administrator for General Aviation.*

3-D ILLUSTRATOR—*Betty Gatliff, certified medical illustrator for the Civil Aeromedical Institute at the Aero Center, molds clay over an unidentified skull, recreating its facial features. Her first try was as an aid to the Crime Bureau in helping to identify a dead Indian boy. She uses rubber erasers cut and glued to the skull and clay over them to build up the features.*

IT COULD BE DONE—*Edward Hanlon of the Program Management Staff (right), receives a Special Achievement Award from George S. Moore, Associate Administrator for Operations, for outstanding performance in the commissioning of the CAT IIIA instrument-landing system at Dulles Airport in a 10-month period.*

A sizable portion of the total visitors was Center Chief Robert O'Brien's family. He shows his wife and nine children the IBM printer in the new computer complex.

Families Preview New Automation Wing

With the completion of its $1.4 million automation wing and the installation of its initial automation equipment in November, the Albuquerque Center threw open its doors to 560 FAA dependents so they could see what it was all about.

Many of the visitors came to see where dad or—in many cases—mom works and came away with a greater sense of belonging to the FAA family, if only a little less confused about automation's alphabet soup. Terms like FDEP, CCC, CUE and CTS became translated into pieces of equipment—Flight Data Entry and Print Out, Central Computer Complex, Computer Update Equipment, Coded Time Source—that could be explained. They also saw controllers at work and the massive arrays of equipment in the Airway Facilities Sector spaces that support the operations. While the families try to cope with still newer terminology—IOC for initial operating capability and ORD for operational readiness demonstration, Center, Sector and NAS personnel proceed with the testing of the new equipment for a changeover to automated flight data processing this spring.

Chiefs Robert O'Brien of the Center and Paul E. Watkins of AF, along with NAS-on-site Coordinator Tom Lucas, planned the two-day open house for families of all employees in all Albuquerque facilities prior to the official dedication of the wing.

Junior assistants Sheila O'Brien, Julie Hill and Greg Hill lend encouragement to center training officer Tony Breidenbach as he threads a projector for a film on the computerized air traffic and automation system. The movie was shown repeatedly.

Medical technician John Cowling tries to get Ramona Hill's attention as she takes a hearing test in the Albuquerque Center's new medical offices, made possible by the expansion. Ramona is the daughter of George Hill, Systems Data officer.

Dan Bosworth, AFS electronic technician, "explains" to son Danny that the shrimp boats on the radar scope aren't toys. Jerry Cearley is working the radar position.

Mrs. Virginia Meadows, secretary to the NAS-on-site coordinator, serves up refreshments to Erby Taylor, AFS administrative officer Doris Taylor and Mr. Taylor's mother, Mrs. Mattie Taylor.

YOU SAID IT

The Voice of Experience

"I am of the opinion that every pilot in the U.S. and other nations should receive this media [FAA WORLD] of valuable information and program of FAA.

"I have since 1927 been directly or indirectly connected with the Department of Commerce, the CAA and the FAA. I am considered Oklahoma's oldest licensed pilot."—Joe F. Butterfield, Oklahoma City, Okla.

We'll Meet You in St. Louis

"Although FAA WORLD is less than a year old. I notice improvements already and look forward each month to its arrival. Your editorial staff is to be congratulated for a well-organized, concise way of 'spreading the word' about and to FAA people.

"In some future issue, I would like to see a story run on general-aviation avionics, a segment of aviation which has been growing by leaps and bounds. Should you decide to do so, I think you would find St. Louis very representative of 'where the action is' and would be happy to have you visit us for pictures and a story."—Rex Hall, Principal Avionics Inspector, Berkeley, Mo.

We intend to cover the spectrum of certification by FAA inspectors in forthcoming issues.—Editor

NAFEC's Simulator Operators

"In reading the June issue, I noticed that individuals pictured on pages 26 and 27 are referred to as 'developmental controllers, experimental machinist, trainees, shift supervisor, computer trainees,' etc. Why on page 25 are the employees operating simulators referred to as 'Atlantic City area housewives' ?"—Mrs. Gladys Manning, Billings, Mont.

Actually some are grandmothers and mothers—all housewives who learned how to "fly" and perform a much-needed and appreciated part-time function for FAA.

These women are not full-time FAA employees, whereas the other people shown whose jobs were described more exactly devote full workweeks to their specialties. The simulator operators are WAE (When Actually Employed) workers, paid by the hour, who work for several weeks and then are off until the next FAA project requires their services.—Editor

We Take a Bow

"The creation of FAA WORLD is very complimentary to those of us who work for the FAA. Never before have we had an opportunity to see and understand what our co-workers are doing in an ever-increasing degree to promote safety in the skies. We now recognize what people of the agency all over the country are doing, and personally, it makes me feel pretty good.

"The members of this organization compliment you and your staff on your publication. I have said it before and I will say it again, my family now understands that there are other aspects to the FAA family, other than the Air Traffic Service, and this is real good, especially for the school children.

"Keep up the good work; no changes necessary."—Joseph Feldman, President of N.A.A.T.S.

Oil on Classification Waters

"At a time when efforts are being made to promote harmony within the ranks of FAA, it is somewhat disheartening to read a letter tinged with snobbishness and acrimony, such as the one from Joan I. Olowach, Anchorage RAPCON [FAA WORLD, October], who voices the opinion that flight service stations are not manned by controllers. To be really technical, the only ones who control airplanes are those with their hands on the controls; everyone else merely offers advice and guidance. What is a flight service specialist doing when he is orienting a lost aircraft via VOR, ADF or UVDF if not controlling the same way controllers do?

"This is not intended to belittle the center and terminal options of the ATCS, but I am trying to point out that the flight-service option also does quite a lot of work with insufficient staffing and that our work is just as vital to the ATS as other options. FSS people have to know the other options' duties to function properly and still maintain proficiency in the ancillary functions that make FSS unique.

"Our lead academy instructor in FSS pointed out that the key word was teamwork. In other words: On a three-legged stool, no leg is any better or worse than the other two."—Bradford E. Levy, ATCS, Detroit FSS

"The FAA is one of the finest organizations of its type in the world. It must be, as we have people from nearly every nation visiting our training academy and offices searching for bits of knowledge to carry back to use in their own versions of the FAA.

"When, within one classification, one option questions the purpose or ability of another, it shows a lack of understanding of the workings of the entire machine. In the 2152 series (Air Traffic Control), the RAPCONS, towers, ARTCCs and FSSs serve a very intricate and useful purpose, each very dependent on the other. No employee goes from one option to another without basic qualification and at the proper grade level. I, for one, would like to see all options within our classification, as well as all others, use the oil of wisdom to make this one of the smoothest and best-running machines within the government. It is the least to be expected.—James D. Jeffords, Fort Myers, Fla., FSS

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Apart and Yet Together

Cleo and Miles Ullman work together, but for different FAA regions. The Ullmans are located at Travis Air Force Base, Calif., where Miles is the FAA Liaison Officer with the 22nd Air Force Headquarters of the Military Airlift Command and Cleo is the secretary to the Senior Air Carrier Maintenance Representative, Walter Pless. Pless and Cleo are directly answerable to the Pacific Region, whereas Miles looks to the Western Regional Office for guidance.

The Ullmans paths crossed back in 1955 in Oklahoma City where Miles was an ATC Instructor at the Aeronautical Center and Cleo his secretary. So Cleo married her boss and shortly thereafter they moved to Washington, D.C.

The six-year tour in the Washington Office found Cleo advancing through the chairs from secretary in the Security Division to secretary to the Chief, Maintenance Division, FS–300. Miles, on the other hand, after seven months in Flight Standards moved back into Air Traffic Service Operations and then switched to the Airspace Section.

In 1963, the Ullmans moved to Vacaville, Calif., just nine country miles from Travis AFB. Cleo had finished her government service she thought, but it was not to be. The conflict grew in Southeast Asia. The airlines under contract to MAC rapidly increased their frequency of operation through Travis AFB, and the FAA saw the special need for an air-carrier inspector at Travis. Walter Pless was selected and Cleo, with her unique experience in air-carrier maintenance, came out of "retirement" to meet the call of the FAA.

The Ullmans keep busy in their community, too. Miles is a program chairman in Vaca Valley Rotary Club and Senior Warden of his church. Cleo is secretary to several church groups and is active in the Art League.

The Ullman's dedication to the FAA and willingness to work for two regions is only overshadowed by the requirement that they remain inseparable.