

SEPTEMBER 1972

FAA WORLD

Service to Man in Flight

A standard for large towers of the future is the 11-sided Dallas-Fort Worth Regional Airport Tower that will house 157 controllers and supporting personnel. Here, Southwest Region Director Henry L. Newman with representatives of the Airport Board and the contractor carry the U.S. flag to the 196-foot peak in "topping out" ceremonies.



FAA WORLD

SEPTEMBER, 1972 VOL. 2, NO. 9

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FAA WORLD is published monthly for the employees of the Department of Transportation/Federal Aviation Administration and is the official FAA employee publication. It is prepared by the Employee Communications Staff under the Associate Administrator for Manpower, FAA, 800 Independence Ave., Washington, D.C. 20591. Articles and photos for FAA WORLD should be submitted directly to regional FAA public affairs officers:

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The cover: The "topping out" shot of the Dallas/Fort Worth Regional Airport was not taken by a passing bird, but by David Teeter of the Southwest Region. He nearly earned his wings by shooting from an improvised pipe-work platform suspended from a huge vertical crane next to the tower.

CHANGE OF ADDRESS: FAA employees should send their changes of mailing address for FAA WORLD to the control point in the region or center where they are employed: AAC-44.3; AAL-52.1; ACE-20; AEA-20; AGL-13; ANA-11; ANE-14; ANW-14.7; APC-42; ARM-5; ASO-67.1; ASW-67.23; AWE-15; and Headquarters employees, AHQ-431. You should not send change-of-address information to Washington. If you move from one region or center to another, you should submit your change of address to the region or center to which you move.



To See Ourselves

It's very difficult for most people to take an objective, unbiased look at how they are doing their jobs. It's often just being too close to the firing line, too close to the trees to see the forest. But efficiency on our jobs and effectiveness in the management function demands that we be able to sit back and judge our progress. We have the machinery for doing so on a continuing and consistent basis.

When I signed Order 1800.2 on January 19th this year, we were creating an agencywide appraisal and evaluation system that placed the FAA in a unique category in the Federal government, for we are the only agency to have formalized such a comprehensive system. In effect, we have provided all supervisors with a new tool to assist them in managing their operations and all employees a new medium through which they can contribute to improved efficiency. It also gives us a window looking in—we can find out how our customers view the job FAA is doing.

The system ties together on a mutually cooperative basis all of the agency's appraisal and evaluation efforts and provides for exchanges of findings at both the Headquarters and field level. It offers the means for the detection of actual or potential problems so that prompt remedies can be made.

Of equal importance, the system permits us to identify the positive aspects of agency operation—the accomplishments that contribute to improved performance and better management.

I spoke of cooperative efforts, and it's that spirit that must pervade the operation. The success of this unique system depends on every employee recognizing and using its potential. The fact that all interviews are held in the strictest confidence and that no doors are barred in the pursuit of agency truths should commend the appraisal system to everyone's attention. This is your system. Learn how it can serve you; then use it.

John H. Shaffer
 JOHN H. SHAFFER
 Administrator

FAA asks itself ARE WE DOING THE JOB?

What do you think of the FAA? Is it serving your needs, and how can it do a better job? The people who have the nerve to ask these questions work for the evaluation division in the Office of Appraisal in Washington, but spend about 50 percent of their time on the road, visiting each region for about two or three weeks every year, talking to both employees and "customers" of the agency.

"We do this to point a finger at issues and problems, not at people," said Archie W. League, Assistant Administrator for Appraisal. "We don't want a reputation as hatchet men, and we don't do anything like that. Our reports and recommendations don't blame or praise any one office or person. We focus on agency accomplishments and services, or the lack of them, as seen by the aviation public and FAA's own managerial people in the field. Are we doing what we set out to do? That's what we want to know."

To keep the trust of both FAA employees and

members of the aviation community, the Office of Appraisal holds all its sources of information in the strictest confidence, as do all the regional and service evaluation and appraisal staffs in the agency, under the rules of the Appraisal System order. But no road to information is closed to the Office of Appraisal: It has access to any document in the agency.

A traveling five-man troupe from the Office of Appraisal's evaluation division captures a wide-angle picture of FAA's performance in all the regions. A report on each region, discussed at great length by Archie League and the region director, gives the director a good look at his domain the way it appears to a neutral observer, which is the attitude cultivated by the people in the Office of Appraisal.

The Office's appraisal division, also staffed by five people, makes in-depth studies requested by the Administrator or Deputy to solve specific agencywide problems. "Anybody in the agency who is affected by our findings gets a change to talk to us and to



Here's the crunch — thrashing out ideas in the appraisal division in the Office of Appraisal are (left to right) Gordon E. Kewer, Seth J. Converse and division chief Richard A. Harris.

include his comments in our final report if he disagrees with our conclusions or recommendations," said League. For the most part, this ranges from region directors to division chiefs. Final reports go directly to the Administrator.

Each Headquarters office and service launches its own evaluation staff on visits to its country cousins in the regions. For example, the Flight Standards Service evaluation staff visits all the regional flight standards divisions. In this way, the head of each major function in the agency can see how his program is doing nationwide, and if there are any problems, potential or real, in it.

In each region and center, an appraisal staff reports to the region or center director on activities and special problems in the region. The agency's appraisal order sets a timetable that requires these staffs to scrutinize all their region's functions, such as air traffic, airway facilities, flight standards, logistics and so forth, once every three years.

And in a rather non-standardized way, the regional divisions run their own internal evaluations, making reports to the division chiefs.

All this activity demands a lot of cooperation from division chiefs, office directors, region directors and evaluation and appraisal people, who must assist each other and make sure that information doesn't get mired in bureaucratic backwaters. Reports are exchanged between the regions and Washington to keep blind spots out of the vision of appraisal/evaluation people, who are continually redrawing pictures of FAA's performance.

When a national problem is singled out by the Administrator or Deputy, it's up to the appraisal division in the Office of Appraisal to work out a plan of attack, including who, when and where they will visit to collect information which they will boil down into a recommended solution.

"We've recently completed an appraisal that dealt with the question of who pays for relocation of air-traffic control towers—airport owners or the FAA," said Richard Harris, the division chief. "We talked to agency people in air traffic, airports, budget—in fact, anyone



During his visit to the Southern Region, Alfred A. Castellano (left), of the Office of Appraisal's evaluation division, interviewed Grady Ridgeway, Manager of the Hartsfield Atlanta International Airport.



Reese Munch, manager of Epps Air Service in Atlanta, tells it like it is from the general-aviation point of view to evaluator Joe E. Allen (right).



Back from the field to sort out their findings, the staff of AP's evaluation division clusters around the chief, Robert G. Cardin (second from left). Others are (left to right) William H. Evans, Alfred A. Castellano, C. J. Humphreys and Joe E. Allen.

who can shed light on the problem—to find out how public laws and FAA rules apply in these cases. The straightforwardness of people's responses is the key to our success. We want people to tell it like it is, and they usually do."

It may take a couple of months for the appraisal team to gather all the information they want on a single problem. Then comes the difficult job of raking through it and knocking ideas, questions, thoughts, doubts and beliefs against each other in group talks. "We've had some real rough sessions," said Harris, "but if we never disagreed, we wouldn't uncover the real choices. By the time we get through, we've got a consensus on our recommended actions."

Appraisals in the past have recommended action to improve all kinds of things: the morale of agency employees in Puerto Rico and the Virgin Islands; air-traffic-controller developmental training and the handling of training failures; agency management of overtime; the agency's role and performance in technical assistance to the international aviation community; and many other problems.

"We have yet to turn in a report that didn't result in action," said Robert Faith, Deputy Assistant Administrator for Appraisal. After getting an appraisal report, the FAA Administrator or Deputy begins immediate action or refers the report to the people—usually office heads—who will take the necessary action.

But members of the Office of Appraisal must rein in their own strong opinions on agency issues when they're gathering information in the field.

"If we let our emotions get tangled in anything we're looking at," said Robert Cardin, chief of AP's evaluation division, "we'll be no good to the effort. We let the people we interview, both in and out of the agency, generate the discussion. We don't have a check list of questions for them. If people wander into minor grievances, we don't cut them off, but try to steer them back toward the bigger picture. We try to be good listeners, and that's a major skill needed in this job. We don't cross-examine people, pursue anyone's problems or gripes or make any kind of commitment to help them. We just try to let them tell us what's on their minds about the way FAA does things, the service FAA is providing."

Airport managers, fixed-base operators, state aviation directors, pilots and other local aviation people are often surprised when they're asked what they think of FAA's services. All of them are used to being inspected, certified, regulated and counseled by local agency people, but not to being asked their opinions on the system by some dudes from FAA's Washington Headquarters.

Within the agency, Cardin and his people talk mostly to office and facility chiefs, because, said Cardin, "The chief is right out there where he's

responsible for providing services directly to the public. He should know what's well and unwell in the agency's internal administration since it can affect his service."

For an example of this, if the agency restricts travel, inspectors in the field may unavoidably give aviation over-surveillance in a small area and under-surveillance in a wider one. When that happens, said Cardin, the industry is sure to tell field evaluators, because "the over-cooked fellas don't like it and the ones who are left alone would rather not be. They want to be sure they meet agency standards. The inspectors and their chiefs don't like it either and they tell us."

So, how long does it take for the appraisal system to change anything?

In the case of a Caribbean island, an appraisal resulted in action by the Deputy Administrator that led to the immediate procurement of an engine generator, lights and a fence to protect FAA employees from harassment and theft. Other remedies take much longer to filter down to the field, such as the reorganizing of flight-standards manuals into distinct volumes for rules on aircraft, airmen, air taxis, etc. These will replace today's crazy-quilt rule books, which are inconvenient for both agency people and the aviation public. At management levels in the Flight Standards Service and in the Office of the General Counsel, action on this project is underway right now, but flight standards inspectors in the field and people in the aviation community won't benefit for months until the job is finished.

But even as FAA people ask, "What happened to what I told those guys?" their experiences and ideas are infesting every evaluation and appraisal report and emerging as some of the best bugs in the ears of FAA management.

—By Don Braun



The agency has Faith in its office of Appraisal—Robert L. Faith, that is, Deputy Assistant Administrator (standing), with the Assistant Administrator, Archie W. League.

Working for the FAA in the SUMMER OF '72

Hundreds of young people all over the country are getting their feet wet for the first time in the world of work at FAA.

It's a good experience for the troops in this youthful summer army, because they get not only jobs and money, but instruction in typing, shorthand, English and other skills; counseling on vocational and college opportunities; and information on Federal grants to help pay for college. For many of them, the money they earn helps them stay in school.

FAA's summer job program is part of a national effort for all Federal agencies, coordinated by the Civil Service Commission.

Exposure to the government is eye-opening for many FAA summer employees, like the college woman who wrote last year, "I had never really worked with the government before. Now I can understand why it does some of the strange things it does. There are a lot of things I can't understand or don't approve of, but at least I know enough to remember—the next time I or my friends think of marching on the Establishment—why that Estab-

lishment is necessary and what it is up against."

The Summer Aid program for economically and educationally disadvantaged youths is the largest of the summer-season employment programs, with students screened and placed by state employment services. This summer 1,164 Summer Aids climbed aboard the agency. They do mostly clerical and secretarial work, but by plunging into office life and working with other people, they build poise, confidence and a sense of responsibility.

For the second year in a row, Washington Headquarters is piloting the Federal Junior Fellowship Program, which hires college-bound students from among the top 10 percent of their graduating high-school classes. Each summer of their college years, they'll hold jobs with greater responsibility.

College students who get high marks on Civil Service exams are picked from the top of the summer roster for jobs in the Summer Employment Examination program.

Stay-In-School employees from high schools work full time in the summer and part time during the school year.

In addition to these programs, 43 summer employees recruited by the FAA from minority colleges are getting their hands on real equipment as air-traffic-controller and electronic-technician trainees at various agency facilities in the Southwest Region.

The jobs of 11 students from Mt. San Antonio College, Calif., apply to both their degrees and their pocketbooks as they work this summer for college credit as GS-3 air-traffic-controller trainees in a co-operative program with the Western Region.

A weekly photo- and fact-filled newsletter for Summer Aids called "Take-Off" is being published at Headquarters for the third summer in a row, under the editorship of Gregg Evans and Robert McCain, two summer employees.

People can really get involved in the summer-job program, like the Summer Employment Coordinator at NAFEC who took a crash course in Spanish last summer to counsel three mostly Spanish and very-little-English-speaking girls who were learning key-punch operation.

The value of summer employment with the FAA was pretty well summed up by one young woman last year. "I felt very fortunate to be able to work with people who were so interested in me," she said. "I feel that the people with whom I came in contact at the FAA this summer went out of their way to make me feel welcome and useful. They were extremely considerate and pleasant and took time to answer my questions."



THE LAST GREAT TANANA RAFT RACE and the silliest

In the village of Nenana in the heart of Alaska sits a wood-frame tower about 30 feet high that is guarded night and day, for in it rests the fate of some \$120,000 and that of a lot of anxious bettors. It's the Nenana Ice Pool. All that money is riding on the exact day, hour and minute that the ice on the Tanana River starts to move each spring, which a clock in the tower is rigged to show.

But the Ice Pool is only a harbinger of the Alaskans' rite of spring. Everyone looks to it as the beginning of the end of a long, cold winter. And long it is, for the ice breakup comes in May.

For years, though, the hardy men of the area have had their minds on another aspect of celebration as the ice started to move. A week after the ice left the river, hundreds of makeshift rafts would be

launched in the Great Tanana Raft Race, termed by many the most hazardous, uncomfortable and downright silliest race ever devised by man.

This adventure of derring-do is no more. The Coast Guard decided it was time to save their fool necks, and, besides, the many derelict and grounded rafts were hazards to navigation; they called it off this year.

Among the last of this vanishing breed of men was the crew of the HMRS Uppa US (not to be confused with the Lower Forty-Eight)—six Anchorage Center controllers who rode the Tanana in 1971. The captain was Jack Lamoureaux, now at the Miami Center; first tiller was watch supervisor Jim Hooser; first oarsman, Dave Vaughn; second oarsman, Jack Wernet; first ballast, Mark McDonald; and first Toat



A trio of Spanish-speaking señoritas worked in the computer-tape library at NAFEC in 1971.



Sybil Barnhart, Summer Aid, works in Airport Services, HQ.



Victor Wright pounds out correspondence this summer for New England's Flight Standards Div.



Michael Stewart, a Summer Aid, worked in NAFEC's photo lab last summer with photographer and lab technician Nelson R. Amey.

Goat, Charlie Connors, now at the Oakland Center. Toat Goat? What's a toat goat? He's the poor, safe goat who has to tote the crew's tents and food in a station wagon downstream from where the race starts in Fairbanks. We understand that Connors did an outstanding job.

Before that clock in Nenana recorded the golden moment, the planners were at work in the dim arctic winter. By mid-March, with two feet of snow mantling the landscape, the raft was a-building. The Uppa US crew designed a 6x12-foot craft, using six 55-gallon oil drums. The minimum required was four drums, but some rafts in the race to come floated on as many as 20. The frame consisted of 2x6s nailed to a three-quarter-inch plywood deck, and the superstructure was of 2x4s. Then the frame was banded to the drums.

Topside design reflected crew individuality. Metal signs found lying around—like "15 MPH," "Avis Rentacar" or "No Parking"—were often used as bonding strips to keep the rafts in one piece. No motors were permitted, but sails, oars and bicycles coupled to paddlewheels were all acceptable. An outhouse was almost *de rigueur*, although more primitive means were also employed, like the red plastic roadmarkers that graced the deck of the Uppa US. One other requirement, it should almost go without saying, was that each crew member wear a life jacket.

Lamoureaux and company tested the raft right after breakup in a half-frozen lake. "It did, in fact, float," he said, recalling their surprise, "and it seemed quite maneuverable." Several trips to the out-country were then necessary to get five long birch poles for oars, tiller and just pushing off.

The eve of the big day was at hand and so were



One of the more ornate rafts before the start of the race. This red-and-yellow job boasts all the comforts of home—canopy for shade, beer locker, barbecue grill and outhouse.

359 rafts, including one sponsored by an oil company done up in the design of a Roman galley. Skull and crossbones decorated the tops of many a raft. More civilized, the HMRS Uppa US sported a size forty-eight pair of pink bloomers flying from its mast. Nearly every raft boasted its own private bar, including beer, champagne and soft and hard drinks. Needless to say, the drinks later put many of these sailors into the drink.

"Sleeping was difficult," Jim Hooser remembers. "The ground was hard, cold and damp, and we were serenaded all night. One guy stayed up all night blowing a fog horn long and loud every hour on the hour. And he had company in a rock band of students and another crew that seemed to have a full complement of bagpipers aboard."

The race was to start at 6:00 in the morning, but

The easy part of the trip . . . Rafts with their poles shipped round the first bend in the more placid part of the Tanana River. The unpainted raft in the foreground has the luxury of a full-sized outhouse.



The flotilla is launched. The traffic jam is fierce as some of the 359 rafts leave their moorings near Fairbanks. —Photo by Cliff Hollenbeck, © by Anchorage Daily Times.



at 5:30, several of the rafts jumped the starting gun. Once the current caught hold, there was no stopping them, much less turning them back.

"But nobody cared," Lamoureaux said. "No one really wanted to finish in first place. You see, the first 10 rafts to cross the finish line were automatically disqualified for trying too hard! The eleventh raft was the official winner." Uppa US upped anchor at 6:00, but there were already 80 "sooner" rafts ahead of her.

They were off on their 60-odd-mile trip on the Tanana, reputed to be the second fastest river in the United States (the Colorado gets the nod). But fast isn't all. The Tanana is a muddy river, jammed with volcanic silt and fraught with rapids, whirlpools, sand banks, sharp rocks, low overhanging branches (sweepers) and log jams.

"A few hours after we started, the river had started to show its teeth," Captain Lamoureaux recounted. "Some rafts had capsized; others piled up on log jams and sand banks; and still others came a-cropper in the whirlpools. We watched one crew go over the side when a sweeper cleaned off the deck. We did pretty well, despite coming up against log jams and the Hot Slough. That's the most treacherous part of the river—a stretch of about five miles of rapids and churning water, so rough that it was all a man could do just to hang on. Two men from another crew drowned there.

"Then we hit a massive whirlpool just 250 yards from the finish line, and we were there for another two hours! We lost our oars and poles and almost

one slightly inebriated crewman. Since he weighed around 240 pounds, we had a job taking turns in keeping him from falling overboard. We tried at one point to trade him off for other under-the-weather crewmen who were sleeping, but to no avail."

After 15 hours on the river, HMRS Uppa US came across the finish line in Nenana in undisputed possession of 184th place out of the 250 rafts that finished the race. The winner was an Air Force crew. The first-place raft, which, of course, ran out of the money, was the great raft "Worm Germ," powered by six bicycles geared to a paddlewheel.

The wet and cold trip was counterpoised by a wet and warm celebration in Nenana, which may explain why these guys made the trip in the first place.

"The finish of this race made a locker-room victory bash look like a church picnic," Lamoureaux remembers fondly. "Champagne (at two bucks a bottle) was poured over everyone's head. Horns were blowing and bands were playing. Everyone—the rock bands, bagpipers, Indians, Eskimos—all were rejoicing at the coming of spring and the drifting rafts. It was for all a relief from the bitter cold of winter. The time of the midnight sun was near, and the winds already seemed warmer. It was, indeed, a time for festivity. And as the party went on, long past midnight, there were still rafts drifting in."

So, shed a tear for the last of the Great Tanana Raft Races and these dauntless crews. It was a wild and woolly epoch in the life of Alaska that has passed away.

... Like it is!

WHAT PRICE HEALTH?

The General Accounting Office says you're paying too much in health-insurance premiums; so is the government. Part of your premiums go for reinsurance, which is like laying off a heavy bet. It isn't necessary, GAO says. Federal plans carry little risk. ■ GAO has suggested Congress look into government self-insurance for health and life, saving it \$6 million a year and you \$10 million a year.

■ Rep. Caleb Boggs (R-Del) has called for hearings on the rising cost of health-insurance premiums in the Federal service. ■ The Senate approved a bill to boost government's share of premiums from 40% to 45% by January, 50% by 1974. A House version would up the government's portion to 75% by 1976. A compromise is likely.

DOUBLING UP PENSIONS

Both Senate and House have bills before them to give you the option of Social Security benefits on top of CSC retirement benefits. You'd have to pay for it via payroll deductions, which will be running 5.5%.

SAVING LOST LEAVE

The House passed a bill to stop forfeitures of some annual leave. HR 12602 would permit you to carry over leave because of administrative error, sickness or demands of public business--the last two only if the leave had already been scheduled. Corrections of administrative errors would be retroactive to 1960. Carried-over leave

would have to be used first. ■

This bill also allows you to be paid a lump sum for annual leave accrued in your last year of service beyond the 30-day maximum.

■ New employees will be able to take leave in their first 90 days on the job.

NEW COVERAGE

If a House-Senate conference on the minimum-wage bill adopts the broader provisions of the Senate version, Federal employees may be brought under the Fair Labor Standards Act. While most of us are over the minimum wage, it could mean more liberal overtime payments in the middle grades.

REFINING JOB CLASSIFICATION

CSC is looking into standardizing white-collar job classifications. It aims to have classifiers describe jobs by characteristics or factors that can be weighted numerically to determine classification and pay grades. This would replace current narrative position descriptions. The phases of the study will be:

- Selecting sample of 150 jobs from GS-1 through GS-15 to establish criteria,
- Testing the new system in selected government offices,
- Deciding whether to implement it government-wide.

DISASTER RELIEF

If you had losses in a disaster area in the first six months of 1972, you can file an amended return for 1971 to claim deductions. Use Form 1040X.



A Busy Day

Akron, Colo., is not known for its high-density air activity, so when flight service station specialist Pat Jones found that five flight plans had been filed that morning, she commented to supervisor Bill Cobb, "This is going to be one of those days."

Indeed, it was to be an eventful day. Off in Las Vegas, a 23-year-old man boarded a DC-9 jetliner carrying a bomb in a zippered bag. When emplaned, he demanded \$50,000, four parachutes and to be flown to Denver. The money and the parachutes were delivered, but instead of the Denver landing, the air pirate directed that the plane fly toward Akron, where he bailed out.

Two Air Force F-111s from Nellis AFB tailed the jetliner and spotted the descending hijacker, notifying the Akron FSS of the fact.

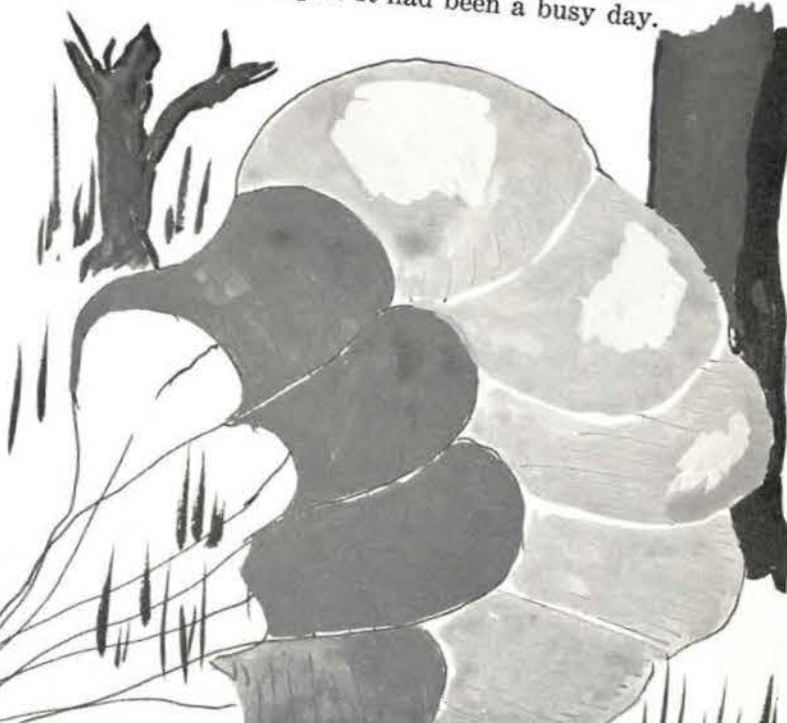
Realizing that someone should fly to the area to conduct a low-level search, Pat volunteered her Cessna 182 when two FBI agents arrived to inquire about the availability of aircraft. She asked John

Lingwall, an electronic technician on duty at the time, to accompany her as an observer.

With Cobb's blessing, they took off for the site where an F-111 had been circling. When the FAAers spotted the chute on the ground, the F-111 returned to Las Vegas. Maintaining the vigil for 45 minutes, they flew at various altitudes trying to glimpse the fleeing hijacker. Pat directed ground search parties to the site, and they soon found the hijacker stumbling through a field with an injured ankle.

Praising Pat for her actions, Rocky Mountain Regional Director Mervyn M. Martin remarked that it should serve notice to others that there is a large network of Federal, state and local agencies prepared to join officially or voluntarily, as in the case of Pat Jones, to thwart such attempts to extort money or passage from the nation's air carriers.

Pat Jones was right. It had been a busy day.



Blackouts are a thing of the past, now that BUEC is coming on the scene. Where once failure of air-to-ground communications meant a not-so splendid isolation for both pilots and controllers, a new back-up emergency communications system (BUEC) is keeping the necessary chatter going.

Voice communication is provided over telephone lines between en route centers and Remote Communications Air/Ground sites (RCAGs), where transmitters and receivers on specific controller frequencies are located. But what happens if the equipment malfunctions, the power goes out at an RCAG site, a cable is cut or flooded out or the ARTCC has power or cable difficulties? Nothing now, for at the first sign of trouble, the controller can push a little red button and immediately restore his voice contact with the aircraft he's working.

What happened when he pushed that button was



that he activated the BUEC transceivers over the radar microwave link at one of the center's long-range radar sites. There are no cables in microwave transmission. At the Oakland Center, where BUEC is getting its shakedown, transceivers are located at five such radar sites: Red Bluff, Sacramento, Scarper Peak, Paso Robles and Fallon. There are also transceivers at the center and at other Remote Communications Outlets (RCOs) at Ukiah and Reno. These eight BUEC sites back-up communications for 10 RCAGs serving 26 control sectors—for a total of 57 radio frequencies. Even if all frequencies should fail, Oakland would have a back-up for 50 of them.

The test and evaluation is going well, despite some problems. Often a substitute is just that—not as good as the original. But not with BUEC. Controllers report that the quality of transmission on the BUEC transceivers is better than on the RCAG equipment. Problems that have been solved include the blocking of BUEC transmissions by the long-range radar antennas, cross-talk on transceivers located near each other and the balancing of sector coverage with the sites assigned to the BUEC equipment. Another one licked was a delay in receiver recovery, which caused the beginnings of pilot conversations to be cut off.

KEEPING CONTROLLERS TALKING



"It's a real good system, commented Pete Connelly of the En Route AT Facilities Branch of Airway Facilities. "A plus is that it uses FAA equipment; we don't have to lease any lines."

From an R&D point of view, BUEC's program manager Jim Lipscomb stated that "it represents the latest state of the art in communications equipment design."

While most of the testing has involved simulated RCAG failures, BUEC has already earned its stripes in real-life outages. This spring, during a heavy rainstorm, water got into the cable serving the Mountain View RCAG site, which covers four sectors. The Oakland Center lost the radios for two sectors, as well as a spare line serving the site. While the lines were being repaired, the other two sectors had to be removed from service for two hours. Ordinarily, with the five lines down, voice contact with planes in the four sectors would have been impossible, but BUEC carried the ball for a total of eight hours until all service was restored.

Adjacent to radar positions at the center, each pair of frequencies backed up by BUEC has a two-section selector panel, one for VHF and one for UHF. Each section has two lights and two buttons. The controller presses the select button. Then a



Oakland controller Earl Bowman activates the BUEC transceivers on a selector panel at his operating position.

BUEC transceiver is automatically tuned and ready on his frequency in less than half a second, and a green ready lamp lights. When the controller wants to return from BUEC to the primary RCAG-site frequency, he merely depresses the reset button, and the ready light goes off. The second light—a red one—indicates that the transceiver is not available at the moment for the frequency selected. What could be simpler?

A BUEC system has already been commissioned for operational testing at the Atlanta Center, and the installation of BUEC processors in each of the centers has begun. Current planning is to acquire additional controller stations during Fiscal 1974 and the remainder of the required transceivers in Fiscal 1975.

"The success of the BUEC program that we're seeing at Oakland would have been impossible without the cooperation of the Oakland people and, in particular, area officer Bob Wainwright, area specialist George McConnachie and maintenance technician Charles Pillow," said Dan Hamilton, chief of the Air/Ground section in SRDS's Communications Development Division.

Bob Buck, assistant division chief, echoed his sentiments with, "Teamwork is what made it go."

Controller acceptance of the BUEC concept and system has been very good. "When we took Airway Facilities representatives from each region out to Oakland," AF's Connelly said, "and they saw BUEC and spoke to operations and maintenance people, they were extremely impressed and couldn't wait to

Explaining the BUEC status panel to assistant center chief Bob Kirby (right) is systems engineer Jim Lougheed. It is used by the watch supervisor for monitoring which controller is using which transceiver among the 10 available.

get back to put it in their own centers." The voice of controller experience, however, is the most eloquent testimony to its success. Said ATCS Earl Bowman of the Oakland Center:

"Working with heavy traffic after the fog lifted, I had four aircraft departing San Francisco for Honolulu, climbing out intrail, and inbounds to Travis AFB and San Francisco, when my radios suddenly failed. Time was critical. One push on the little red button and I was happy and so were about eight pilots. Thanks for this added tool we have to work with. It works!"



While checking the center's BUEC equipment, technician Charles Pillow (left) shows area specialist George McConnachie the innards of a BUEC transceiver.



FACES AND PLACES



CRUSADE OF HOPE—PAO secretary Juanita Jordan displays the "Crusade of Hope Shield Award" presented to FAAers in Tarrant County (Fort Worth) for their support in the 1972 Combined Federal Campaign. It's only the fifth such award in the history of the county's United Fund.

FAM WITH UNCLE SAM—Inaugurating an Air Force program to acquaint ATC personnel with their training and operational missions, Robert Flanagan (left), military-liaison specialist at the New York Center gets briefed by Lt. Col. Richard Weigman before taking off in a KC-135 Stratotanker from the 416th Bomb Wing, Griffis AFB, N.Y.

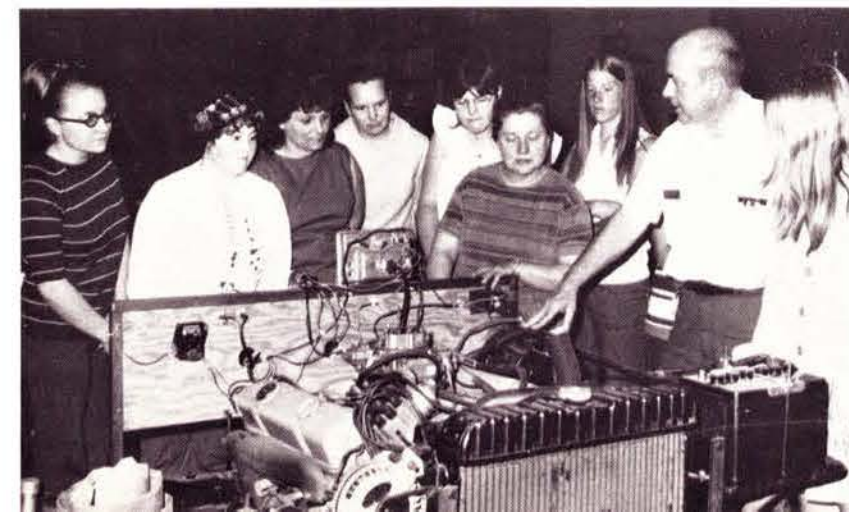


PROUD MOMENT—Congressman James Wright (D-Tex) at left chats with Fort Worth Center controller and Mrs. Philip H. Pelton prior to Federal Business Assn. luncheon honoring Pelton as Fort Worth's "Civil Servant of the Year." The honor was for his work as a controller, in training developmental controllers, suggesting ATC procedural improvements and efforts in behalf of the United Fund.



FOR LOW-FLYING FEET—Dan Orcott (right), director of aviation for the City of Indianapolis, presents Indianapolis tower chief Duane Jennings with a sign proclaiming the minimum altitude of one foot AGL in the newly landscaped tower area.

WHEELS AND WOMEN—Former Academy instructor, Neil Wise, Portland, Ore., AF Sector Environmental Unit, instructs a class of 18 women in automotive mechanics at the Battle Ground, Ore., high school.



WORD FROM THE COMMANDER—Individual and informal chats with retiring employees have been started by NAFEC Director C. A. Commander. Here, he talks over retirement plans with departing flight safety officer Joe Zamuda. —Photo by Thom Hook



BLESS YOU, DERAILEUR—Bettye Martin, clerk-typist in Rocky Mountain's AF Division, pedaled her bicycle 20 miles in the Denver Bike-A-Thon, which added \$174 to the FAA Rapid City (S.D.) Relief Fund. Eighty-seven regional office employees pledged 10¢ per mile for her stunt. Her hubby kept her company all the way.

HONORED—The Flight Safety Foundation has presented its 1972 Laura Taber Barbour Award to Dr. John J. Swearingen, chief of the Protection and Survival Laboratory at the Aero Center's Civil Aeromedical Institute.



A BOSS OF GOLD—"For his superior performance as a supervisor, we wish to commend Morris L. (Pappy) Lee (supervisory electronic technician) and show our appreciation by thanking him for the privilege of working for him." So said his employees at the Anchorage IFSS/FSS in a letter to him. Here, Lee listens as his secretary, June Alyea, places a call for him.

PASSING THE TORCH—Dennis Quandros, Nashua, N.H., (second from right) is the first recipient of a \$500 Robert Scibilia FAA Scholarship Fund award. Funded by New England FAAers, the scholarship memorializes the son of Boston Center SATCS Joseph Scibilia (left) who was killed in Vietnam and planned to be a controller like his father. Other trustees of the fund are (left to right) SATCS Thomas Tormey and Joseph Stout, making the presentation.



DIRECT LINE



Q. Does the general supervision of a terminal ATCS satisfy the requirement of Handbook 7220.1, ATC Certification Procedures, page 1 under "Introduction," which states: "A specialist who handles IFR traffic must possess a valid FAA ATCS certificate with the appropriate facility rating?"

A. Handbook 7220.1, Chapter 1, paragraph 3, "Rating," states that the facility rating is issued as an "inseparable part of the control tower operator (CTO)." In addition, past experience has shown that it is impractical to issue the certificate prior to the facility rating. Air Traffic Service's interpretation of FAR 65.31 (a) and (b) is that a developmental specialist's training record indicating satisfactory completion of the CTO written test serves to fulfill the requirements of this subpart of the FAR. Therefore, a developmental specialist is considered as holding a CTO certificate when he passes the academic portion of his training and can then be assigned to work, under general supervision, those positions for which he has qualified. Upon satisfactory completion of the checkout phase of his training, the specialist's "Application for an Airman Certificate and/or Rating" (FAA 8400-3) is forwarded to the Aeronautical Center. The Aeronautical Center then issues to him the actual control tower operator certificate with the appropriate rating.

Q. The FAA's Recognition and Awards Program is a tremendous program and has been accepted as a tool to promote interest and goals for all personnel. But, how does one become inspired to work "above and beyond the call of duty" when the supervisor does not believe in this program, even though he has been a recipient? His belief is that "all people working for the government should perform in a superior and inspired manner at all times." Our group has had to endure vacancies in different areas for long periods of time, requiring added work for all, and no indication has been extended to show any appreciation for any of us, at any time, in any way—especially in writing.

A. As you state in your question, FAA's Recognition and Awards Program is a means for management to recognize the superior efforts of employees and to increase employee interest in achieving agency goals. Individual

supervisors have a responsibility to appraise employee performance and give recognition when it is deserved. We all appreciate a word of thanks when we have done a particularly good job. During your next performance review, discuss the subject with your supervisor to find out for certain whether he believes in the program. Perhaps he does appreciate your efforts and thinks you know this.

Q. I believe the following question to be of interest to many readers, particularly those in "dead end" jobs. Civil Service classification standards for the secretary series, GS-318, states that a secretary's grade is determined by two elements. Element one is "scope of supervisor's administrative responsibility," i.e., level A, B, C, D or E; element two is "extent of secretary's participation in the work of her supervisor." At just what level—A, B, C, D or E—is the scope of administrative responsibility of GS-15 ATCT chiefs at Level III and Level IV towers?

A. Element one—scope of supervisor's administrative responsibility—in the standard for the GS-318 secretary series is not solely determined by the grade of the supervisor. Other factors such as the nature and complexity of the supervisor's position, the number and level of contacts, the size and complexity of the organization and other qualitative elements of the job have to be considered in determining the "level" to be assigned. Determinations on these factors can only be made by persons who are familiar with the organizational structure within which the supervisory position functions. Your personnel office would be in the best position to provide a more detailed reply to your question.

Q. Can the journeyman controller be checked out via the general supervision route or must we break his checkout down into phases?

A. Whenever a journeyman controller transfers from one facility to another, he must be afforded sufficient training time in accordance with Handbook 3120.4C to become qualified and proficient at his new duty station. The terminal portion of Handbook 3120.4C will be revised shortly to reflect a new retraining-time policy as it applies to full-performance controllers. This policy will be identical to the one now being used in centers. This can be found in Handbook 3120.4C, page 20, paragraph 128.

Is there something bugging you? Something you don't understand? Tell it to "Direct Line." We don't want your name unless you want to give it, but we do need to know your region. We want your query, your comment, your idea. All will be answered in this column, in the bulletin-board supplement and/or by mail if you provide a mailing address.

Better two-way communication in FAA WORLD's "Direct Line" is what it's all about.



No matter what you've got in mind for "the good life," it pays to get your facts and figures straight well in advance. Above, Mary Byrne (right), PN, and Joseph Patchan, LG, hear advice from employee relations specialist Nancy Turner of the Personnel Operations Division.

Ah, retirement—the good life! You'll close out your Federal career by signing your retirement papers. You've been thinking about it for a long time, and every payday when you look at your statement of earnings, you know you're a little closer to getting back that allotment that Uncle Sam's been keeping for you. But when it all becomes final, will you be ready—really ready?

Retirement can be "the good life," but it doesn't

happen all by itself. It takes planning, and that's up to you.

Proper mental and physical conditioning for retirement is half the battle. If you look at retiring as being "put out to pasture," it can be just that, and if you haven't paid up large bills and made some sound investments early in your career, you won't find that pasture any too "green," either.

These three important retirement factors—men-

Plan Now, Retire Later

tal, physical and financial readiness—aren't interchangeable; they rather go hand-in-hand. Mental readiness depends largely, of course, on financial security; but a big part of it is deciding how you will spend that extra time on your hands. And this, in turn, depends on your physical well-being.

Getting ready for retirement is for the most part an individual matter, but the agency offers a little general help and guidance by way of a Pre-Retirement Planning Program. The Office of Personnel maintains a program format and makes it available to Headquarters, regional Manpower Divisions and any location where FAA has employees. The format includes a slide/script story, various handout pamphlets, a list of suggested preparatory reading materials and a list of general items of concern or interest to Federal retirees nearing retirement age. Participation in the program is voluntary and any FAA employee can attend.

At Washington headquarters, Phyllis Burbank of the Training and Career Development Branch organizes and schedules program sessions and serves as moderator. Ms. Burbank conducts one-week seminars of half-day sessions and invites a variety of guest speakers to give special areas special coverage. For example, income tax is explained fully by a rep-

resentative from the Internal Revenue Service, a Civil Service Commission representative provides details on annuity increases resulting from a rise in the cost of living, and a physician suggests a sound health program for retirees.

I attended one of these seminars recently and had the opportunity to talk with several attendees. I found, through my questions about "readiness," that states of mind and states of affairs were far more varied than types and options of retirement.

One gentleman felt he "hadn't done his homework," so to speak. Although he was pretty well set financially for retirement, he had no idea what he "would do all day." He had never developed any interest in sports or hobbies and wasn't particularly fond of travel. "My job has been my life," he said, "and I'm afraid that any hobbies or sports that interest me would be too strenuous now. I got used to sitting behind a desk all day, so I guess I'll stay until they make me go."

A lady had the opposite problem. "Retirement would give me the opportunity to do all the things I never had time for. I would love to do some traveling, but I am afraid my annuity won't allow for it."

The annuity you will receive upon retirement from the Federal government will more than likely be



Looking over handout pamphlets at the Pre-Retirement Planning Seminar are Frederick Scheel of Logistics and Paula Patterson of Headquarters Operations.

enough to get by on, but it will probably allow little for the "extras" you may want. So how do you make these readiness factors come together and when do you start?

Of course everyone's life style is different, but let's try an example. Mr. Smith, who is fictitious in name only, was also attending the seminar. Although his retirement was about a year away, he was there to get a few last questions settled in his mind as he made final preparations. He felt he would need this final year to review his health and life insurance, stocks, bonds, beneficiaries and debts, make a decision whether or not to relocate, get his official records in order and check his veteran and social security benefits for himself and his family.

Mr. Smith had a thorough explanation for his serene state of mind. He told me that he had relocated with the agency three times during his career. "Each time," he said, "I found that I was able to retain the homes I had purchased by renting them out for enough money to make the mortgage payment and a little extra to reserve for repairs to the property. Now I own all three houses and they will provide me with extra income when I retire, or I can sell them and make some new investments. Keeping these homes in good repair became a kind of hobby with me. Believe it or not, I enjoy the work so much that I'm thinking of starting a part-time business

after I retire, doing remodeling, painting, home repairs and the like. I'm pretty well set to retire comfortably."

"What about your health?" I asked. "Do you think you're in good physical shape?"

"Oh, maybe just a little stouter than I care to be," he responded with a chuckle. "But I see the 'doc' regularly, and since he charges so much for his advice, I take it."

It was quite a package Mr. Smith had, but it magnified for me how sound investments made throughout one's career—the earlier, the better—can help to make retirement the "good life."

Perhaps Mr. Smith was more fortunate opportunity-and-investment-wise than most. But there are such opportunities to be found, even though they may not knock. Others I talked with had made early investments—real estate, stocks, bonds, mutual funds, and even small business investments—to supplement their annuity income. They spoke of other assets which are important to retired life—church, civic and social activities, sports and hobbies they had cultivated over the years which would serve as a foundation for a happy and active retirement.

So, Mr. or Ms. Federal Employee, there is a retirement in your future. Be it just around the corner or a long way down the road, you have some "goal tending" to do now. Plan ahead—it's your key to "The Good Life."

—By Carol Lencki



As the moderator for the Washington Headquarters Pre-Retirement Planning Seminar, Phyllis Burbank, of the Training and Career Development Branch, schedules guest speakers on a variety of related subjects as part of the program. Here, she solicits comments and suggestions for improving future seminars from a seminar participant.

faables



"OK, wise guy — pull up and go around. That's not what I meant by a straight-in approach!!"

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*TOAT GOAT AND BOAT . . . or raft, actually. Anchorage
controller Charlie Connors relaxes aboard the full-
rigged HMRS Uppa US riding at anchor in the Tanana River.
To find out what a toat goat is, read the zany adventure
of six rugged controllers on page 7.*

