

MAY 1974

# FAA WORLD

*Service to Man in Flight*



## *MEN ON THE MOVE*





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The cover: Symbolizing the mobility inherent in the Executive Development Program, participant Donald Geoffrion mounts the steps of a jet in the Southwest, where he worked his second regional assignment.

Photo by David Teeter



## MTS Provides The Edge

The skills required for effective leadership and management are acquired in the same way as those needed for competent air traffic control, engineering or piloting. For this reason, the FAA committed itself three years ago to a program that would provide our supervisors and managers with the very best opportunity to acquire these skills. A milestone testifying to this commitment has been reached: On January 31, the Management Training School graduated its 10,000th student. This is a program of which we can all be proud.

But like air traffic control, engineering and piloting skills, those of supervision and management are perishable. They must be used or they dim progressively and are eventually lost. So, beyond our commitment to training, we need a commitment to practice what has been preached. A supervisor or manager who does not keep his skills sharp through regular use can sometimes be as dangerous in a workforce as a non-proficient pilot can be in an airplane.

In supervision and management, the "state of the art" is advancing almost as rapidly as it is in the technological fields. We must stay current here, too. We are well into the recurrent training programs at MTS, and new courses are being developed as rapidly as our resources permit. This is proof of our commitment to the future growth and development of our management team.

Aviation forecasts indicate a continuation of the kind of dynamic development we have seen throughout the Fifties and Sixties. The technology in which we work is certain to increase in complexity. The demands for a knowledgeable and skillful management team to lead those who provide the public services that are our mission can only grow. I invite each of you to join in the commitment to study, to learn and to use the kind of knowledge and skills provided by MTS training. Only in this way can FAA maintain and enhance its service to aviation.

*Alexander P. Butterfield*  
ALEXANDER P. BUTTERFIELD  
Administrator

## MEN ON THE MOVE

The Executive Development Program—What kind of people have entered the program and why were they selected? What has the program done for them and what do their futures look like?

FAA's Executive Development Program was announced in January 1972 with the intent of grooming candidates for the key jobs in the agency—Regional and Center Directors and Deputies; Associate Administrators and Deputies; Office and Service Directors and Deputies; and Region and Center Executive Officers.

Certainly that makes it an ambitious program, and it has drawn ambitious people. Many of them say they want to become Regional Directors.

The people who entered the program had typical FAA careers before being selected for EDP. Of the 18 participants, seven hailed from Air Traffic; eight from engineering, security, airports, personnel and training and program planning; the remaining three have come from other elements of DOT. Two classes have entered EDP.

They all had similar reasons for getting into the EDP, and it wasn't for the money. As GS-14s and -15s—the grades required for application—many of them were already approaching the top level of civil service salary allowed by law. The reasons for applying had to do with job and personal satisfaction.

Donald Geoffrion: "I want to be part of the action, and this program offers the best possibility of getting into it."

Ray Alvarez: "I want to further my career, to give of myself to FAA."

Theodore Fagan: "I want to go as high as I can: I want to learn more and make a contribution."

Ed Harris: "I want to go as far as my ability will take me."

The program seems to be giving participants the chance to do exactly these things. Among the mem-



All smiles is Perry Gibson, reporting for another day at work as acting assistant chief of the Flight Standards Division in the Central Region.

bers of the first class, who entered in August 1972, is Dick Failor, now Southwest Region Executive Officer, one of the target positions. Ed Harris is chief of the program management staff in the Office of the Associate Administrator for Operations. Perry Gibson is acting assistant chief of the Flight Standards Division in the Central Region. Ben Demps is Deputy Superintendent of the FAA Academy in Oklahoma City. Others hold similarly responsible and challenging positions.

Executive Development is essentially a period of self-development, rather than a quickie training course to mold people into super-managers. After selection for the program, participants get the broadest possible exposure in a relatively short time to everything FAA does as well as access to top managers in headquarters and the regions. Then they take on developmental assignments lasting a year or more—such as those mentioned above—to cultivate their managerial skills, often in fields unrelated to their past experience.

Ultimately, when a vacancy occurs in one of the target jobs, one of them may be selected. They must, however, compete with others who have risen through more traditional channels.

Most participants, as their backgrounds indicate, have come up through the ranks in a particular specialty. Overcoming this parochialism is one of the chief aims of the orientation given EDP people by top managers at headquarters and the assignment of individual participants to two regions for eight weeks each.

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Dick Failor, Southwest Region Executive Officer, leaves his office for a meeting.

Benjamin Demps, Assistant Superintendent of the FAA Academy following his EDP training, talks to an air-traffic class.



Ray Alvarez (right) meets on the ramp at Boeing Field, Seattle, with Loren Brown, air carrier principal operations inspector, during his assignment in the Northwest Region.



The inspection of air taxis, flying schools and accidents in widely scattered locations in the New England Region was discussed by Harvey Safeer (right) and New England Flight Standards Division chief Jack Sain.

Assigned to the Pacific-Asia Region in his second regional assignment was Ted Fagan (left), who received a comprehensive orientation on the region's aircraft and regulatory programs from Director Jack Webb.



Without exception, participants expressed amazement at the range of FAA services to the public and the variety of work the agency does to carry out its mission. "You're exposed to every facet of FAA," remarked Donald Geoffrion, who formerly worked in the Quiet Short Haul Air Transportation System Office. "I can't think of anyone except the Administrator and ourselves who get such a broad look at the agency." "There is a great deal more to FAA than I'd ever really thought about," said Dick Failor, former chief of the Chicago Center.

During the regional assignments, participants spend many hours in discussion with branch and division chiefs to learn about each function of the agency. They also meet frequently with Regional Directors to talk over their progress in self-development and to decide what experiences they need to fill in gaps in their knowledge. Visits to field facilities are also a top priority. In the second regional assignment, participants each take on a special work project. Allowing EDP members to compare managerial styles is one reason for assignment to two regions.

Once exposed to the detailed workings of the agency and to the upper ranks of management, participants begin to better understand the principles of management. Men, money and materials—these are the resources which must be managed efficiently to get results.

"When you get to higher levels of management,

you're managing resources by managing people," said Perry Gibson, former chief of the Lexington, Ky., control tower. Theodore Fagan, who left his post as team supervisor at the New York Common IFR Room to join the current EDP class, noted, "You need greater skill to get things done through

people. A manager must motivate and lead his people."

Ed Harris, formerly of the Management Training School, made this penetrating observation: "Every good manager I've seen is 'success-oriented.' Not personal success, necessarily, but success of the mis-

sion. The ones who aren't as skillful are oriented to 'failure avoidance.' They don't take risks. They're oriented to the status-quo. There's some element of risk in everything a person or a manager does. If you're willing to try something new, to be progressive, you're more likely to succeed in getting the job done."

These qualities—the ability to work with people, to make decisions, to communicate well, to motivate and lead—are what got these people into the program. Such abilities cannot be measured only by looking at a summary of an applicant's past experience. Ability must be demonstrated. This is why interviews and the "assessment center" are critical in the selection of a candidate.

Interviews and assessment reveal an applicant's ability and personality and infuse the selection process with objectivity. In these selection steps, a candidate is faced with managerial problems typical of those he may encounter on the job. He is evaluated, as far as possible, by people he doesn't know and who don't know him.

"The assessment center was fantastic," remarked Harvey Safeer, a member of the current class and formerly with the Office of Noise Abatement, OST. "They give you a situation, and you have to react quickly and naturally. You don't have time to think ahead, to rehearse. There is stress in the situation, and that's the way it's meant to be. You don't know what they're looking for. You don't know whether

## SELECTION AND DEVELOPMENT SCHEDULE

### SELECTION—5 months

#### Employee's Application

**Administrative Review**—Applicant's paperwork reviewed.

**Local Managerial Review**—Region or Center Director, Office or Service Director or other appropriate official.

**Initial Rating Panel**—Applicant's qualifications reviewed. Various region officials review regional applicants; Office of the Secretary officials review applicants from other elements of DOT.

**Interview Process**—Held in various locations. Officials from regions and headquarters evaluate applicant's performance in structured problem-solving exercises.

**Assessment Center**—Held in Washington. FAA officials and professional evaluators judge applicant's performance in simulated managerial exercises.

**Final Managerial Review**—FAA's Executive Personnel Board selects candidates and recommends them for

approval by FAA Administrator and Secretary of Transportation. Candidates have group interviews with Administrator and Secretary.

### DEVELOPMENT—8 months

**Management Training School**—Participants who have not attended previously do so.

**Assembled Training**—Orientation and briefings given at headquarters by top FAA officials.

**Regional Assignments**—Participants assigned on individual basis to two regions for eight weeks in each region. Assignments divided into four weeks to allow time off.

**Developmental Assignments**—At end of eight months, assignment made to any GS-15 or higher position in FAA and 60- to 120-day assignment to other element of DOT (before or after FAA assignment). Developmental period has no set length; assignments may last a year or be permanent.



to be aggressive, cooperative, nice or what. And that's just the point. You have to be yourself."

The whole selection process takes about five months, and if at any point an applicant is screened out, he is given full counseling on the reasons he wasn't selected and the areas in which he needs more skill development or experience. Not getting into the program or withdrawing from it in no way jeopardizes an employee's future career, a fact emphasized during counseling.

Only one woman has applied to the Executive Development Program so far. Probably, the major reason for lack of female applicants is that there are only 71 women at grades GS-14 and -15 in all of DOT. There are only 34 in FAA. It may also be more difficult for women to be mobile, particularly if they have working husbands and children.

And what of the demands Executive Development makes on participants? First, it means spending a lot of time away from home. It means commitment to the idea of mobility. It means living in a fishbowl—being under constant scrutiny and evaluation during selection and development. It means a period without definite responsibilities, in contrast to the busy jobs participants left to join the program. It means uncertainty about one's future job.

Ironically, a participant's future is probably the biggest question in his mind while he is considering the program and after he enters it. At one time or another, EDP members have been apprehensive

about removing themselves from their established career pipelines. But they also said enthusiastically that going through the program was worthwhile, for several reasons.

Ben Demps commented, "Even if I don't become a Regional Director, the knowledge I've picked up about FAA will be a great help to me at whatever level I reach." Theodore Fagan pointed out that "Just applying for the program was beneficial, because it gave me a self-appraisal I couldn't get any other way." "The doubts exist," Perry Gibson admitted, "but the opportunities down the road are overwhelming."

Separation from families is actually tougher on wives and children than on participants, most said, "It does test your marriage," remarked Harvey Safeer. Managers of the EDP program, it should be noted, re-arranged the schedule of orientation activities after the first year to give participants more time to be with their families.

The Executive Development Program, like a certain brand of cigarettes, isn't for everyone. "Each individual must decide on Executive Development by considering what he wants, as well as what he wants to do to get what he wants," observed Ben Demps.

People who are confident in their abilities and who want to make the most of them certainly are prime material for the program. As Donald Geoffrion put it, "We're basically go-getters." —By Don Braun

## EXECUTIVE DEVELOPMENT PARTICIPANTS

(Name & Job When Selected)

### First Class, Entered Aug. 1972

**Edwin S. Harris, Jr.**  
Assistant Superintendent, Management Training School

**Henry J. Christiansen**  
Chief, Management Training Program, Management Training School

**Richard L. Failor**  
Chief, Chicago ARTCC

**Donald T. Heiman**  
Air Transportation Security Officer, Central Region

**Brooks C. Goldman**  
Chief, Configuration Management Staff, National Airspace System Program Office

**Perry L. Gibson**  
Chief, Lexington, Ky., ATCT

**Benjamin Demps, Jr.**  
Deputy Chief, New York CIFRR

### Second Class, Entered Aug. 1973

**John Williams**  
Safety Compliance Engineer, National Highway Traffic Safety Administration

**Ramon Alvarez**  
Deputy Chief, San Juan ARTCC

**Donald Geoffrion**  
Assistant Director, Program Planning and Control, Quiet Short Haul Air Transportation System Office

**Harvey Safeer**  
Acting Chief, Regulatory Policy and Standards Division, Office of Noise Abatement, Office of the Secretary

**F. E. Whitfield**  
Chief, Manpower Division, Southern Region

**Albert Houck**  
Chief, Atlanta ARTCC

**John M. Hunter, Jr.**  
Assistant Chief, Program Administration Branch, Airports Division, Western Region

**Dale McDaniel**  
Technical Advisor for Marine Safety, U.S. Coast Guard

**James King**  
Automation Specialist, Air Traffic Division, Central Region

**W. Jack Sasser**  
Chief, Training Branch, Great Lakes Region

**Theodore Fagan**  
Team Supervisor, New York CIFRR

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Under the hood of Goldsberry's converted gasoline-eater are indicated two of the three step-down regulators that supply the natural gas at very low pressures to the special-design carburetor shown at center.

**B**ill Goldsberry drives a clean machine, and it only costs him about a quarter-cent per mile to tool around Amarillo, Tex., in his 1961 station wagon. The car runs on natural gas.

Retired from air traffic control and now taking second-career training in vocational arts, Goldsberry was riding a bicycle last fall when he spotted an irrigation-well pump using the same engine he had in his old car. It was being fueled with natural gas. The obvious question came to mind: Why not his car, too?

After consultations with people at Amarillo College where he is studying and after obtaining donated parts from local businesses and the gas company, Goldsberry set to work on the conversion. If he had to purchase all the parts, it would have set him back less than \$200.

The modifications involved installing a new well-motor carburetor, which the gas company supplied, three regulators to step down the pressure from the car's supply tanks from 300 PSI to three ounces

per square inch and 20 interconnected freon cylinders with quarter-inch plumbing to the engine. Each tank has its own safety valve, and the score of them holds 300 cubic feet of gas.

Getting stuck on the road out of gas can be a real problem, so Goldsberry's car is really just a commuter vehicle, traveling about 65 miles on a fill. The fill is accomplished in his home garage, where he taps the household supply of gas and feeds it through discarded refrigerator compressors with automatic shut-offs. Filling takes an hour and costs about 10 cents.

A refinement that would give his car a normal range—say 300 miles—would be a single lightweight tank that could be more highly pressurized. In fact, it would be nice if there were natural-gas compressing stations along the highway to make it a cross-country car. Gas company engineers compute that it would cost less than \$9.00 in natural gas to travel from New York to Los Angeles. When natural gas (methane) is in short supply, it could be produced from coal, garbage and even dung.

Says Goldsberry of his novelty, "The car runs quite well, never cold and starts easily on cold mornings. You never choke the engine, and you can breathe the fumes from the tailpipe." Not only is the car inexpensive to operate, but it's very clean-burning, with no pollution equipment necessary. It retains all power features, such as air conditioning and power steering, moves at legal speeds, even with a 20 percent horsepower loss, and still carries six passengers.

The natural gas is safer to use than gasoline at the pressures he uses, Goldsberry believes, and with a ruptured tank, the gas would rise in the air, dissipating the fire hazard.

Bill Goldsberry (left) shows Amarillo Tower chief J. V. Vinyard the 20 tanks for natural gas storage in the back of his station wagon. A tarp is used to cover them.





# MTS MILESTONE

The brass plate on the door of Room 520, Shepler Hall, Cameron College in Lawton, Okla., reads, "John E. Mitchell, 10,000th graduate of MTS slept here."

The graduation of the 10,000th student from MTS is an important milestone for all FAA people. It means that most of the supervisors and managers in the agency have completed courses of training, having a common base in the kind of approach the agency desires in carrying on its management functions.

Management training is not new in FAA or its predecessor agencies. There are still many among us who can recall the efforts of the late 40s when the forerunner of the present Flight Standards Service—the Office of Aviation Safety—sent Frank Petrie around the regions conducting supervisory training. Others may recall that at about the same time, the original ILS/VOR course for Electronics Installation and Maintenance people was extended for one week while guest instructors, usually re-

gional personnel officers, conducted a week of supervisory/management training for them. There were other efforts as well, but they were sporadic and relatively feeble.

In the late 50s, the nucleus of a continuing staff of professional management training people was established in Washington headquarters. In the field, for the first time, professional training people were added to the regional personnel offices. By the early 60s, the first standard course, "Management for Supervisors," was being conducted throughout the agency.

In the same period, the first attempt at establishing a centralized training facility was made. As a part of the Academy, a Management and General Training Branch was set up. While the dream of centralized resident courses faded as other priorities diverted the needed funding for these classes, the Directed Study Courses (correspondence) for management and general training subjects were instituted. These courses continue to

be an important element of our overall management and supervisory training program.

Just past the mid-point of the 60s, the need for commonality in supervisory and management training courses was again recognized by the beginning of the Management and General Training School at NAFEC. MGTS developed standardized courses to be conducted by the field training staffs, and many of their products are familiar to today's agency managers and supervisors.

During mid-1970, the search for a physical plant suitable for a live-in training load of 250 to 300 people was begun. The general plan called for a location near Oklahoma City's Aeronautical Center, so the school could be supported by the fine services available there. Several possible sites were considered, and late in the year came the decision to locate on the campus of Cameron College at Lawton, Okla., some 90 miles from the Aeronautical Center.

In February 1971, the permanent staff of MTS, both FAA and Oklahoma University people—the latter under contract for instruction, began to assemble in Lawton. On April 4, prototype classes of both the basic supervisory and the basic management courses were conducted. On May 4, the regular courses began, and five weeks later, the 11 classrooms and the dormitory were filled; the Management Training School was in full operation.

The first year saw a great deal of work accomplished in refining and optimizing the courses, and this work continues. New course development began during the second year—the so-called Supervisory Recurrent and Managerial Recurrent. More training needs are being recognized; in addition to the Labor Relations for Management Course that began this fiscal year, other courses for staff specialists and program managers are under development.

## MAKING GOOD NEIGHBORS



Airports were born of fliers; today they survive only if nurtured by non-fliers as well. In this shrinking world where everything is interdependent, airports are parts of the communities they serve. Either they're good neighbors or their days are numbered.

Olen Young recognized this when he came to Reid-Hillview Airport in San Jose, Calif., as tower chief in 1972. This general-aviation airport was developing "a bad press." As a member of the regional Air Traffic staff while at Long Beach Tower, he had heard of the growing community opposition to Reid-Hillview, culminating in a class-action suit to close the airport. The criticism centered on noise, the view that a new commercial airport on the other side of town obviated the need for this impacted one and a generally negative reaction toward aviation.

Reid-Hillview reached this state of affairs as so many airports have. It was built in 1939 in the rural eastern part of the Santa Clara Valley, miles from San Jose. Through the years, home development caught up and very nearly surrounded the airport, with a huge shopping center under the final approach pattern and a highway just beyond the runway threshold.

Together with airport manager Edwin Thurmond, Young designed a six-point counter-attack to allay criticism and convince residents of the compatibility and utility of the airport.

"The airport manager and I were trying to come up with ideas as to how we might improve our aviation image in the community through better airport/community relations," explained the tower chief. Among the ideas that evolved were a flight scholarship program; involvement in the educational community, such as the aerospace elective now offered in the high schools; pilot-education programs; direct contact with people around the airport; and Little League ballparks at the airport. "These were good ideas we tried," Young commented, "but little did we know then the success that we were going to experience and the enthusiasm that we'd pick up from those with whom we came in contact."

The success of the program led to Young's being cited recently with the Award for Superior Achievement, and to Thurmond's receiving the Western Region Director's Certificate of Appreciation for his community relations slide show.

At the outset, a letter was sent to all pilots based at Reid-Hillview and those known to operate out of there, alerting them to the danger that the county might close the airport in response to the growing outcry. The letter also stimulated an awareness on the part of many pilots to the plight of nearby residents.

The next step was to make direct contact with and to show concern for the citizens in the immediate vicinity of the airport. The 12-member tower

Great Lakes Regional Director John Cyrocki (second from right) presented a plaque to his new assistant chief at the Springfield, Ill., Capitol Airport Tower, John E. Mitchell (second from left), honoring him for being the 10,000th graduate from MTS. Flanking them are Thomas J. Ross (left), Oklahoma U. director, and James M. Dermody, Management Training School superintendent.







Airport manager Ed Thurmond (left) and tower chief Olen Young (second from right) work out an aerospace curriculum for nearby high schools with school board officials.

crew hand-delivered more than 900 letters in this area, asking the homeowners to identify the exact source of their irritation. Signed by Young, the letter promised corrective action wherever possible. The controllers talked to the residents and surprisingly found more favorable than unfavorable reactions to the operation of the airport.

Nevertheless, Young and Thurmond scheduled meetings with the nine fixed-base operators at Reid-Hillview and some 400 active and interested pilots to discuss flight procedures and techniques. The FBOs who conducted flight instruction agreed to caution students about flying low over populated areas and to see to it that stalls were practiced only far out in the country.

Charts were used to isolate the most sensitive areas affected by engine noise, and alternative approach and departure procedures were worked out. Pilots were encouraged to improve their landing techniques so they could complete an approach with-

Thurmond and Young (foreground) review audio-visual materials with Reid-Hillview controllers (left to right) Tom Martin, Greg Hopkins and Bob Thompson in preparation for Thurmond's community-relations presentation.



out sudden applications of power and avoid dragging in at a shallow angle.

To reinforce this, Young set up a videotape camera in the tower to record examples and show the pilots at these meetings the differences between skillful and inept pilots.

So much for the pilot side. Now the campaign moved into the San Jose community. With FAA inputs, Thurmond produced an 18-minute tape/slide show designed to educate the non-aviation-oriented community to the positive contributions of an airport and general aviation. It made the point that Reid-Hillview represented a substantial part of the city's tax base, with a \$1.9 million annual payroll for 220 jobs and sales of \$11.8 million a year. It also pointed out that 10 percent of the 400 aircraft based there served local businesses.

This presentation was shown 65 times to civic clubs, businessmen's associations, real estate groups, church organizations and educators. The goal so well achieved was to show the airport as an economic asset to the community. The show is available to other interested airport managers.



Reid-Hillview Tower chief Olen Young holds Award for Superior Achievement plaque presented by Acting Deputy Administrator James Dow for improving aviation/community relations. Flanking them are Western Region Director Arvin Basnight (left) and AT Division chief Lynn Hink.

Closing the loop, Young and Thurmond mounted a twin effort to make general aviation a part of the recreational and educational life of the city.

An investigation of the local sports programs revealed that the Eastridge Little League, composed of 300 boys, was wandering around from one ball park to another for lack of home fields. Although Reid-Hillview consists of less than 200 acres, arrangements were made to construct three baseball diamonds directly in front of the terminal building. In this way, the airport was able to serve non-aviation needs of the community without interfering with

FBO sponsors Marion Barnick (left) and Dion Ward (right), who are 99ers, instruct these four high school girls, who, as well as boys, are taking advantage of the scholarship program and the aerospace curriculum in San Jose high schools.



aircraft operations. The youngsters who came to play ball and their parents who came to watch had an excellent opportunity to become acquainted with many aspects of aviation entirely new to them.

The final effort was the development of an aviation curriculum in the city's school system, combined with the sponsorship of flight-training scholarships for high school students. After much prodding by the tower chief and airport manager, airport business firms agreed to offer 36 flight scholarships annually, distributed among the nine high schools in the district, taking the students from zero time through solo flight. Due to fuel cutbacks and the economic problems that have struck hard at general aviation, the program has been temporarily cut back to 18 per year.

To qualify, the students must enroll in the new aviation curriculum worked out by Young, Thurmond and the airport sponsors and accepted by the school board as a regular part of the school program. The students must be 16 or older, have good academic standing and be nominated by counselors or teach-

ers. School officials and the sponsors made the final selections.

Based on what has worked out to be an average of 11 hours until solo, according to Young, the dollar cost of the program is \$75 to \$90 per student—that is without any charges for depreciation or instructor time. The tax write-off is quite different and attractive to sponsoring businesses: \$340 to \$380 against an actual cost only a quarter of that.

Beyond this, Young points out the many selling points of the program. For the educational institution, it provides an aerospace-education base below the college level and adds to a broad base of electives that might be offered to help motivate students. It involves the instructors with industry and helps them align their thinking to today's world.

For the sponsor, such as an FBO, and the airport, it provides advertising through news generated by the scholarship program and exposure to their operations of all of the potential customers in the schools.

For FAA, the program provides a steady communications link with the community. "I feel extremely fortunate that I have been able to play the role of a catalyst in putting these programs together," says Young. "It has been more fantastic than I ever dreamed possible and the most rewarding experience of my working lifetime."

Thanks to the continuing community involvement of Reid-Hillview Airport, there has been a distinct shift in the attitudes of many San Jose citizens toward it. Consistent efforts by pilots to keep noise irritation to a minimum has reduced antagonism.

While there is still some opposition to the presence of this airport within the city, there does seem to be growing support for the belief that general aviation can be a good and helpful neighbor.

A Little League slugger fouls one off at one of three baseball diamonds built in front of the airport terminal.





## A KILOWATT SAVED IS A KILOWATT EARNED

**W**asted energy is wasted money, and Great Lakes Airways Facilities engineers Joe Dillon and Walt Threewitt abhor waste.

It's not that they jumped on the energy bandwagon, for they started to do something about that waste over three years ago; rather it was a realization that consumers of electrical energy waste a lot, costing them and those who buy products made that way a great deal of money. They deduced that energy use kept below a certain peak would bring lower costs for providing the energy. The result of their ruminations was a basement-built energy-demand control computer.

The nub of the idea is that most electrical utilities require a straight charge based on peak usage for large users—that is, the rate is based on the maximum demand for electricity. Thus, a high peak usage for one hour could result in high costs for the balance of the year. What the demand control computer does is to "shed" loads to prevent these peaks.

Using a well-equipped home as an example, although the rate

structure for residences precludes using the computer as a money-saver, Dillon explained how the device would work. If the resident wanted to have not only his air conditioner running on a hot day but also his washer and dryer, electric oven and other appliances, the computer could sequence the operation to limit the total electrical demand at any one time. The electrical flow for the refrigerator, freezer, air conditioner and other appliances could be held back until the washing and drying cycles were completed and the oven was coasting along on heat already generated. The "waiting" appliances would then cut in according to the predetermined sequencing. Of course, the computer would so control the flow to the refrigerator and freezer that the off-periods would not permit them to warm up.

Since the overall cost of electricity includes the size and number of power lines that need to be installed, the demand control computer's limiting of the load would cut down on such costs.

The size of the savings depends on the size and complexity of the

factory or office building using the device. Dillon and Threewitt estimate, however, that the annual saving comes to at least the initial cost of the computer. They're being quite conservative, since among their several clients is a bank office complex in Chicago that saved the cost of its demand control computer in a single month!

Right now, Dillon and Threewitt manufacture the computer during evenings and weekends in Threewitt's basement, assembling them from standard parts ordered by mail.

They say their computer can be adapted for FAA use, such as in centers, where a tremendous amount of electricity is consumed annually. The engineering involved in demand controlling at a center stems from learning what electrical usage can be delayed momentarily. Then, they can make a pattern for computer-controlled intermittent use.

Eventually, the two engineers expect to farm out their patented invention so they can continue their daytime AFS jobs and count their profits evenings and weekends.



Joe Dillon (left) and Walt Threewitt, Great Lakes AF engineers, check over the prototype of their energy demand control computer, which not only conserves energy but money for commercial users, which savings could be passed on to the consumer. Newer models provide a chart readout for studying and monitoring electricity usage.



## When the Siding Was Adobe

**A**fter ruminating for a year about the plight of the employee undergoing a permanent change of station ("So You're Being Transferred," FAA WORLD, February 1973), Charles M. Martin, chief of the Wichita Falls, Tex., FSS, was moved to share a glimpse of what it was like to transfer in the old days.

"I have lain awake nights grieving for the employees mentioned and about all of their hardships in moving," he quips. "Especially have I drooled over the lovely homes pictured in the story." Of course, times change, but Martin's sure many will agree that the modern employee never had it so good.

"I made six moves during my FAA career, all TAWOG (travel without expense to the government) but one. To get to my first assignment in 1938 at Anton Chico, N.M., I bought the front end of a 1934 Plymouth, took the wheels and springs, \$25 worth of lumber and bolts, an inordinate amount of muscle and sweat and built a trailer. It was so heavy when loaded with all my worldly goods that my family and I had to drive through the night, because the car

overheated during the day. Sleeping at a motel enroute was at my expense.

"We first lived in a one-room adobe house seven miles from the airport. It had one door and one window to our room and a dirt floor covered with a small linoleum. Typical for the area, the adjoining room was a stable for cows, burros and chickens.

"After a few weeks in this combination stable and house, we returned home to build the trailer I mentioned above. First, I had to build a house near the airport, which, on my salary of \$1,200 a year, was a 16 by 16 adobe room with a sheet-iron roof. A window box on one side was our refrigerator. Few of you have ever come across this, so I'll explain. The box hanging outside the window was surrounded by a cloth suspended in a tray of water. The evaporation reduced the temperature inside and kept milk and butter surprisingly cool.

"We had no plumbing of any sort, inside or outside. For water, I had to drag a 20-gallon GI can from nearly waist-deep water in one of the small lakes, sometimes

called buffalo wallows, and sterilize the water at home. Sometimes, we'd do the same with water from the nearby Pecos River. There was water at the FSS, but it had such a high mineral content that we were afraid to drink it because of the cathartic effects. Actually, after a week's use of water boiled in the tea kettle, there was such an accumulation of calcium inside the spout that it would close the spout so you could no longer pour from it.

"I have ever since been grateful to the agency—called the CAA in those days—for arranging for me to transfer from Anton Chico to Santo, Tex., after 10 months, because of a severe hardship with two sick children. Then I got a big promotion to \$1,600 with a move to Abilene, Tex., again at my expense.

"In 1941 came another move to Oklahoma City at my expense and also not without trouble. I borrowed a four-wheel cotton trailer from a friend to haul the family and furniture to the new assignment. Three days and two trips later, including two flat tires, we arrived in Oklahoma City, and it began to pour, without our having any place to move into. We arranged to buy a three-room (not three-bedroom) house near Will Rogers Airport. The furniture took a soaking while we negotiated the purchase. It was comparing this house and the adobe houses in New Mexico with the two-story 'mansions' in the story that made me envious.

"After a short time in Oklahoma City, we transferred to Fort Worth, again at my expense, but this move really came high. I rented a big tandem stock trailer for \$5.90, took a load to Fort Worth, returned, hooked up my old trailer and moved the rest of our belongings. The total cost, including gas came to less than \$15.

"It makes me gasp when I think of the cost of moving personnel under modern conditions. Like they say, it's a new ball game."





**WHAT? NO LEATHER JACKET?** — Shirley Boyd, clerk-typist at the Wichita, Kan., GADO shows up in regalia for her written pilot's test. Eight hours into her dual time, she feels that learning to fly will help her to better understand her job and communicate with the flying public.



**TALL IN THE COCKPIT**—Gov. Dolph Briscoe of Texas rides up front in a T-34 with accident prevention specialist Erick Andreson of the San Antonio GADO, who presented the pilot-governor with a Spirit-of-Safety pin.



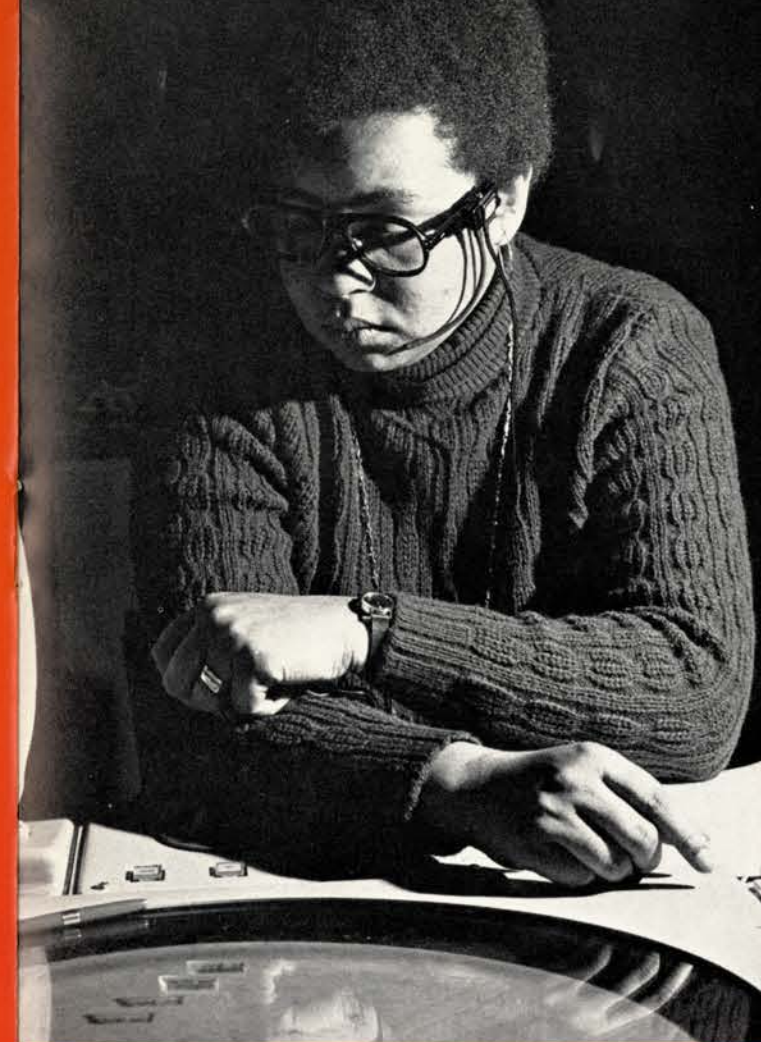
**KEEPING UP TO DATE**—The AOPA Air Safety Foundation with the cooperation of FAA held the first Aviation Mechanics Refresher Course in February in Columbus, Ohio. Industry reps lectured and GADO inspectors discussed the FARs. Planning the meeting were (seated) Dick Busch of AOPA (left) and Leo Weston of Flight Standards and (standing from left) Ed Morey, AFS, John Hill, Western Region; Fred Kling, AOPA; and Norman Colvin of Beech.

## FACES and PLACES

**PINNED**—Seattle accident prevention specialist Ralph Carpenter presents a Spirit-of-Safety pin to Northwest's first woman flight examiner, Ilovene Potter, on completion of her helicopter flight-proficiency check ride.



**NEW COUNSELOR**—A certificate designating her an accident prevention counselor is presented to Georgia Pappas by New England accident prevention coordinator Al Hunting. She is a Powder Puff Derby competitor and a member of the Administrator's Women's Advisory Council.



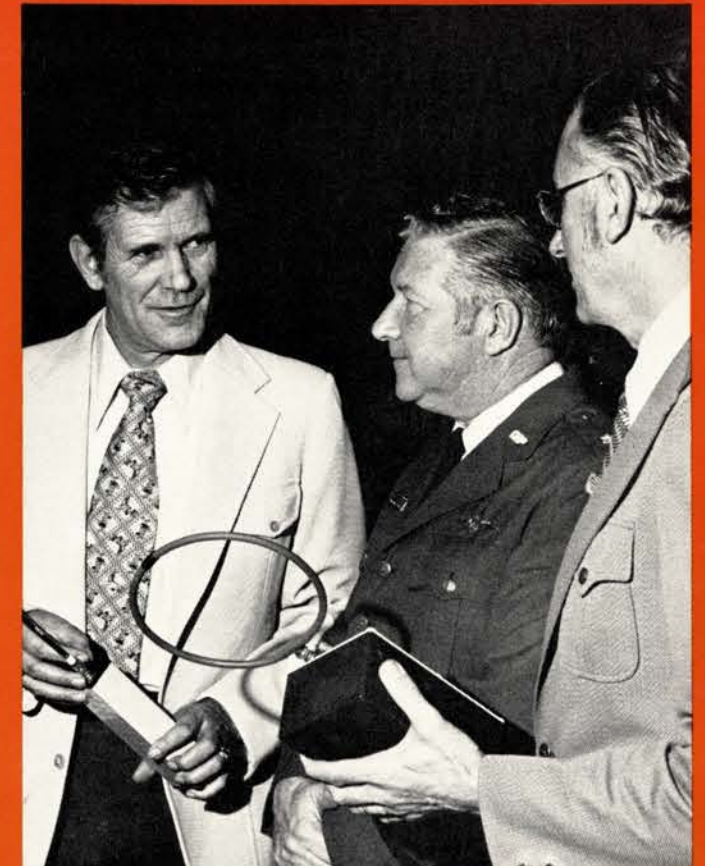
**SHRIMP BOAT CAPTAIN**—Intent on her scope at the Washington ARTCC is Diane Tyler, the first black woman radar controller at that facility. She learned her trade during a three-year Navy hitch.

**HELPING OTHERS**—For his community efforts in civil rights, equal employment opportunity and social causes, a Special Achievement Award was made to Laquinnia Lawson, an electronic technician production controller in the Aircraft Services Base at the Aeronautical Center. Presenting the plaque is Center Director Thomas Creswell.



**TIPSY TROUGH**—Helen Pettyjohn, planning assistant, explains air-traffic trends to her boss, Richard C. Young, Alaskan Region Planning Staff chief, using a map of the state and trend charts designed to help project the effect of current fuel limitations on flying around that state.

**CALLING SIGNALS**—During a recent media seminar on search and rescue with the Air Force, Dick Krengel, Western Region accident prevention coordinator (left), discussed ELT equipment with Civil Air Patrol Maj. Ray Johnson and John Kemper, regional chief of frequency management.







*On the second day of the seminar, the balloons emerged from their huge cocoon for free flight around the station.*



*A cameraman shoots the propane burner in a filling balloon for a future agency film on hot-air ballooning.*



*After dropping the restraining lines on the airship "Columbia," these participants in the seminar hold their ears while their compatriots get a familiarization flight.*

## LEARNING THE COLD FACTS ON HOT AIR

There was a slight chill in the air—a little unusual for southern California—as hot-air-balloon aeronauts, manufacturers and FAA inspectors gathered after the first of the year for the first FAA Hot Air Balloon Seminar in Santa Ana, Calif.

They were taking no chances of a washout or, if you will, a blowout from the weather for this important three-day exchange of information. Since balloons must be flown with nearly calm wind, the Marine Corps Helicopter Air Station was selected as the site, because it sports a huge main hangar from its World War II days as a Lighter-Than-Air Station. This hangar is a quarter of a mile in length with a height of 183 feet, permitting tethered balloon flight within.

The Western Region hosted this first meeting of government and industry personnel involved in this fast-growing sport. There are presently some 300 hot-air balloons in the country with about 1,000 aeronauts, as their pilots are known. Participating were some 30 members of Flight Standards District Offices, Engineering and Manufacturing District Offices, regional offices, headquarters, the Aeronautical Center and NAFEC, several leading aeronauts and four balloon manufacturers, who supplied eight balloons for use during the seminar.

The meeting provided the opportunity for manufacturers and aeronauts to express their views on the sport, a valuable input to FAA for updating certification and rating of balloons, pilots and re-

*Dead-still air was the advantage of being able to schedule tethered flights inside this huge hangar for the nation's first FAA/industry Hot Air Balloon Seminar.*





pair stations. In addition, briefings were held on the manufacture of balloons, their operation and ground handling (from the aeronauts and FAAers) and on aspects of the Federal Aviation Regulations pertaining to ballooning.

The first morning involved classroom programs. That afternoon, tethered flying was conducted inside the hangar. The second day was entirely given over to tethered and free flight around the air station. Trade magazine and local television and newspaper coverage were on hand for the outdoor events, while the regional public affairs office coordinated the filming of the operations for a possible FAA movie.

On the morning of the third day, special familiarization flights were provided in the Goodyear dirigible "Columbia," with participants able to get dual time at the controls of the airship.

The program was put together by Bobby Wilkes of the Van Nuys, Calif., FSDO and accident-prevention counselor/aeronaut Dr. Will Hayes, with additional support from Ben Wells, Pat Schiffman and Dick Krengel of the regional Flight Standards staff.

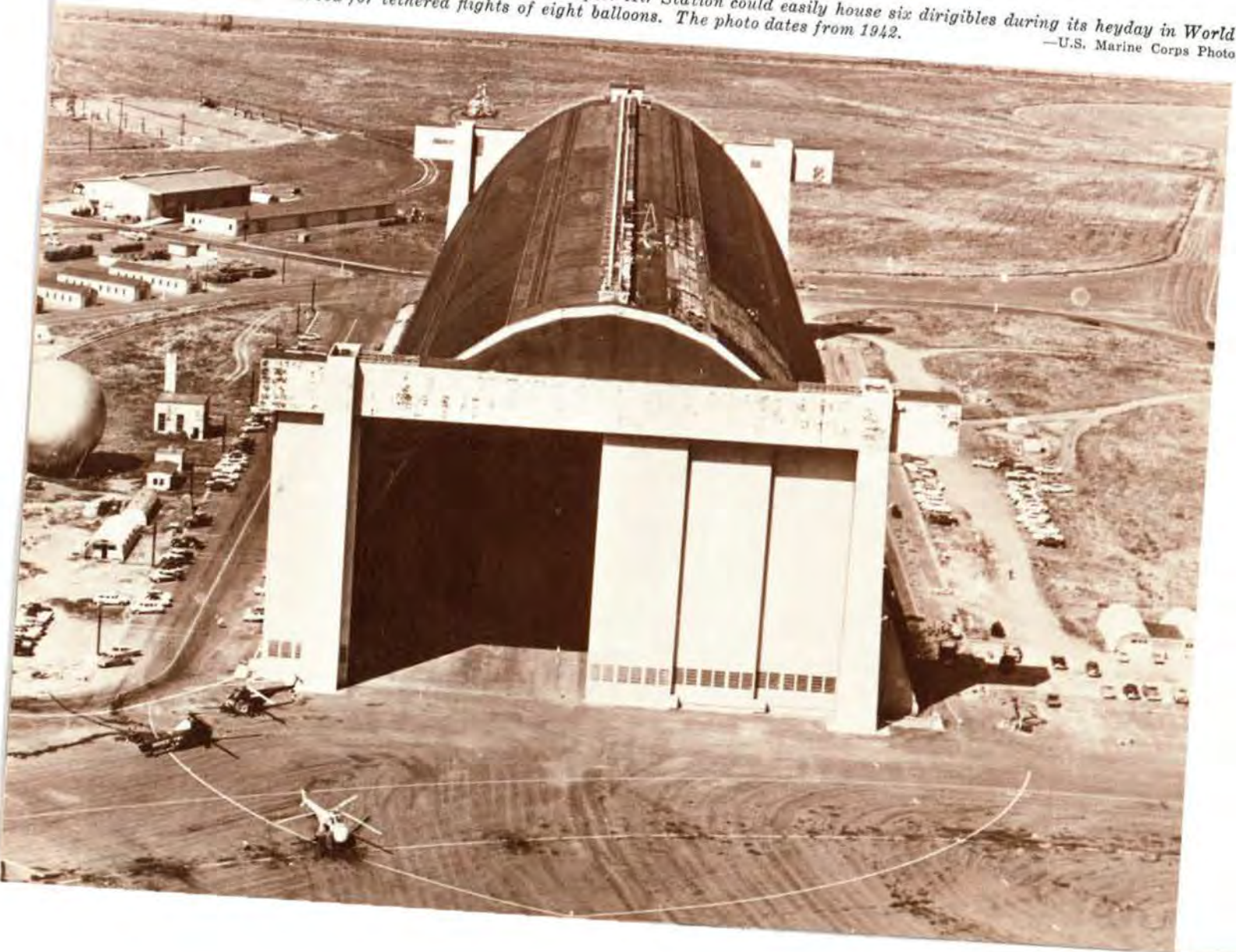
—By Bob Huber



Camera crews record the preparations to inflate a balloon. At center, a man leans on a portable fan used to start the inflation before the propane burners are turned on.

This hangar at the Santa Ana, Calif., USMC Helicopter Air Station could easily house six dirigibles during its heyday in World War II. Now, it served for tethered flights of eight balloons. The photo dates from 1942.

—U.S. Marine Corps Photo



## Federal Notebook

### HEALTH HAPPENINGS

While the Administration's Comprehensive Health Insurance Plan (CHIP) proposal did not specifically cover Federal employees, the Department of Health, Education and Welfare is expected to introduce supplementary legislation

that will offer the plan to us on a voluntary basis. ■ If a Federal retiree is eligible for Medicare under the Social Security system in addition to FEHBA, FEHBA coverage is reduced and Social Security is the primary insurer. By law, Medicare will no longer assume primary liability for these

retirees next year unless FEHBA provides a plan to supplement Medicare. The alternatives being considered by Civil Service are to provide special options in FEHBA to supplement Medicare or do nothing, in which case Medicare will pay supplements to the FEHBA coverage and which may trigger the carriers to ask for higher FEHBA premiums.

### PAYPOURRI

The Administration has announced that it will not appeal a U.S. District Court order confirmed by the Court of Appeals concerning the delay of a pay raise between October 1972 and January 1973. Payments on the basis of the ruling cannot be made until the issuance of an Executive Order that corrects the effective date of the pay raise, the issuance of Civil Service Commission implementing instructions and the calculation of pay changes. Because of the large number of employees and the complexities of payroll computations, work on FAA payments will take considerable time. ■ HR 8660 to permit Federal employees to voluntarily have city income taxes withheld from their pay has

cleared the House Post Office and Civil Service Committee.

### THE PERENNIAL FAVORITE

Hearings by the House Civil Service Retirement Subcommittee were slated to get under way last month on the "Magic 80" bill. The legislation would provide for an immediate pension for a Federal employee whose age and length of service total 80 in any combination. The bill is still opposed by the Administration because of the costs of the program and is given little chance of passage this year.

### LIFE OF INJURED MAY EASE

A bill to improve injury compensation benefits that has the blessing of the Administration was cleared by the House Select Subcommittee on Labor. It provides for a guaranteed right to return to a former job or equal job if the employee recovers within a year, a priority re-employment right for an employee whose recovery takes more than a year, keeping a disabled employee on the payroll while compensation claims are being decided, letting the employee retain his Federal health and life insurance, letting his time on disability count as active service for retirement, continuing maximum benefits for totally disabled employees who take rehabilitation programs, extending the time for filing for disability from 1 to 3 years and for filing notice of injury from 48 hours to 30 days and increasing certain payments.

### THERE'LL BE A HOT TIME

The General Services Administration has ruled that during the summer Federal offices must set their air-cooling systems' thermostats between 80 and 82 degrees.



# DIRECT LINE



**Q.** Here in the Western Region, we had two pre-retirement programs in 1973. Although any program is better than no program at all, I hoped that FAA would be able to provide a more expanded program than a single session. A previous "Direct Line" answer said, "It is not meaningful to direct that pre-retirement seminars must be held because some employees don't want to attend them and there is no real way Washington can or should enforce such a directive." Then, what is the purpose of having such programs if Headquarters doesn't direct the regions to conduct them?

**A.** There is a requirement for all regions to provide pre-retirement counseling for employees. The so-called "canned" program is used in some regions, while other jurisdictions have developed their own programs, depending on the resources available. In any event, the material contained in the "canned" program covers all pre-retirement counseling matters considered essential. The Office of Personnel has found all regions to be cognizant of their responsibility to provide retirement counseling, but because of the heavy workload, such counseling is normally provided only in response to employee requests. As a result of the writer's letter, the Office of Personnel is requesting all jurisdictions to assure that pre-retirement counseling is available to interested employees within five years of retirement eligibility.

**Q.** In a recent FAA WORLD issue, there was a story on controllers who had returned to college. I work 6-2 Thursday to Monday in an FSS and am a GS-9, expecting my GS-10 in June. I would like to know how I might continue to go to school after becoming a journeyman, for we work rotating shifts as GS-10s.

**A.** Agency employees are encouraged to seek continuation of their formal education, and field facility chiefs have been delegated the authority to adjust workweeks and hours of duty for this purpose. Guidance regarding variation of the 40-hour week for education purposes

is provided in Order SO 3600.9 and, where applicable, in appropriate labor union contracts. Special tours of duty for education may be approved based on operational conditions, morale considerations, feasibility, etc. An agencywide effort is presently under way to establish After Hours College Programs, whereby college credit may be granted for FAA work/training experiences. Currently, these programs are in effect or in stages of negotiation in your region in Atlanta, Memphis, Miami, Jacksonville and Tampa.

**Q.** While I appreciate the present energy situation and support efforts to conserve it, I also think it is unrealistic to go for training at the FAA Academy and not be allowed to travel by POV. Two weeks of motel living is bad enough, but this added burden is unwarranted. Accommodations in downtown Oklahoma City are marginal at best, and unless you have transportation, it isn't practical to stay elsewhere. Also, without a car, it isn't practical to take advantage of restaurants or any recreational activities. I don't think it's fair to the employee in travel to prohibit traveling on a cost-comparative personal-preference basis.

**A.** FAA's national directives now in effect that set more stringent criteria for the use of POV during the energy crisis are consistent with the Federal Travel Regulations, which provide the following guidelines: "In selecting a method of transportation, the authorizing official must give consideration to energy conservation and to the total cost to the government, including per diem, overtime, lost work-time and actual transportation costs. Additional factors to be considered are the total distance of travel, the number of points visited and the number of travelers. The use of POV may be authorized only when such use is advantageous to the government. Normally, this would be restricted to situations where common carrier transportation or government-furnished vehicles are not available and the use of a commercially rented automobile would otherwise be authorized." The regional policy of discouraging the use of POV at the traveler's convenience is in compliance with these regulations.

**Q.** Wasn't the EEO program originally designed to help blacks, women, Indians and Spanish-speaking employees? EEO has turned from the minorities' problems and is now giving attention to more upgrade/supervisory training, education, etc., for the white male, while, once again, FAA women have landed on the bottom of the clerical floor. How many women have attended Lawton's charm school? How many women have been sent to training courses as compared to men?

**A.** For the period July through December 1973, a total of 459 FAA women were given some kind of training: 51 in managerial/supervisory, 80 in professional and

328 in technical. This was 6.6 percent of all training given. However, while women comprise about 12 percent of the FAA workforce, women received 21.6 percent of the training given in the professional category. Of a group of 12 persons selected for the Executive Development Program, three were minority group members. Only one woman initially applied for this program, and she subsequently withdrew her application. Several regions have formal upward-mobility programs for the advancement of lower-grade employees—Project NEAT in New England, a pilot program at Washington headquarters and efforts throughout FAA to provide air-traffic orientation and examinations to persons in dead-end jobs. FAA is now studying ways to provide for national plans or guidelines for upward mobility. Since these programs are for GS-8 and below, minority group members and women will be the first to benefit.

**Q.** Rotating shifts are worked with 24-hour coverage at my facility. All personnel are on rotating shifts except the supervisor. My shift was scheduled a month in advance from 4 to midnight on a holiday. When the holiday schedule was made up by the supervisor, he moved a man from the 8 to 4 shift to 4 to midnight, himself into the day shift and I was scheduled the holiday off. This change was just for the one day. The way I read Handbook PTP 3600.3 Chapter 1, Paragraph 12A(6), Page 10, this type of action is not legal. Am I wrong?

**A.** There isn't enough information in the query to determine the legality. However, at many facilities, the supervisor is expected to accept a portion of the workload and has the responsibility of ensuring an equal distribution of premium pay among all employees. Your region has a policy under the above circumstances that the supervisor not exclude himself from this equal distribution when scheduling holidays. Not knowing how many holidays have been worked by you and other employees at your facility makes it impossible to give a definite answer.

**Q.** The standard promotional and career opportunities announcements do not disclaim consideration of age. It's a well-known fact that the Air Traffic Service will not consider a candidate for a facility chief or deputy assignment if the candidate is over 45 years of age. ATS systematically excludes those over 45 even though this policy is contrary to the 1967 Federal Discrimination in Employment Act. Can you explain how the agency can circumvent the law, which I understand is dictated by Washington?

**A.** This is not the policy of the Air Traffic Service. Washington cannot dictate policy that is contrary to the law. In truth, there appears to be some disparity in

your facts, since Air Traffic has in the past selected a number of well-qualified candidates for facility chief and deputy chief positions who were over the age of 45.

**Q.** Recently, our assistant chief assigned himself to a journeyman's operating position so as to grant an emergency leave to a journeyman specialist. In doing so, he had to cover both positions. To me, this is not a fair labor practice. When he is called away from the position, he inadvertently puts the workload on the next journeyman. I believe an overtime situation exists here, but none was called due to cost-consciousness. Also, under the NAATS contract, FSS specialists are required to pass a second-class physical. If we fail to pass, are we subject to dismissal? If the answer is reassignment, then to where, since we don't have second-career provisions?

**A.** Apparently, the assistant chief made the judgment that the workload at the time could be handled adequately without calling in someone on an overtime basis. For want of knowing how long the emergency was, we can't comment further on this particular case. We don't condone practices that overburden employees, but since it's a matter of judgment and judgments vary, a specific instance is bound to meet with someone's disapproval. The NAATS agreement speaks specifically to a proposal made at the bargaining table by the union. A person who fails to pass a medical examination—even though assigned to an FSS—would be treated like other physically unfit employees. If a waivable condition is found, the regional flight surgeon might waive. If not, an attempt would be made to reassign the employee to another job. Failing either of these options, the employee could elect to retire on disability. Incidentally, the standards for the physical examination are not those commonly referred to as a Class II exam. They are, rather, those established by the Civil Service Commission for recruitment and retention in FSS positions.

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—with specifics, so that a specific answer can be provided. 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.



# THE SST DROPS IN



Streaking through the atmosphere over the arctic at supersonic speeds, the British-French Concorde slowed to subsonic speeds and flew into Alaska's Fairbanks International Airport in February.

When its wheels touched down at Fairbanks, hundreds of Alaskans were gathered on rooftops and along fences to view this SST make its first call in Alaska's cold interior to undergo cold-weather tests. Alaska was selected for its combination of adequate runways and frigid temperatures, which are unavailable in Europe. For FAA it became a target of opportunity for making noise measurements, as well as looking into the effects of cold weather on sound.

The sleek, thin Concorde had departed Toulouse, France, and refueled in Keflavik, Iceland. The moment it reached American shores along the Beaufort Sea, the aircraft slowed to subsonic flight

to observe the U.S. ban on civil supersonic flight.

After leaving Canadian air traffic control areas, the Concorde first came under control of Anchorage Center's Sector 4, with non-radar controller Brady Drummond guiding it into Alaska before handing it off to the Fairbanks Center. There, radar controller John Aarnink directed the Concorde to Fairbanks approach control, where approach radar controller Russell Leonard directed it to Fairbanks International. At Fairbanks Tower, the novel and historic landing was handled by local controller Glenn Green, ground controller Larry Sustriek, flight data specialist John Clark, trainee John Balaski and assistant tower chief Marty Ondra. The interest in the aircraft was evidenced by the presence of several off-duty controllers who wanted a glimpse.

In conjunction with the arrival

of the Concorde, FAA and DOT had set up devices to make recordings of the SST and other jets that fly into Fairbanks International, checking both audible noise levels and low-frequency noise effects on adjacent buildings. Participating in these tests were the contractor, John H. Wiggins Co., Edward Sellman of the Office of Environmental Quality and technicians from the Transportation Systems Center in Cambridge, Mass.

The reason for the trip, however, was that the Concorde manufacturers wanted to conduct a series of cold-weather tests to determine the effect extreme cold weather would have on the operational controls of the aircraft. After a "warm" arrival day when the temperature was zero degrees, the thermometer readings finally dropped to the more familiar Fairbanks winter temperature of 45



Monitoring and cuing tape recording of Concorde noise levels is Ed Rickley of the Transportation Systems Center. Ed Sellman of Environmental Quality (left) and John H. Wiggins, the contractor, monitor Rickley.

degrees below zero. The cold was more than adequate for the "cold soak" tests and subsequent taxi, runup and flight tests.

The Concorde later dropped down to Anchorage, where key aviation officials, including Region Director Lyle Brown and Flight Standards Division chief Mel Derry, were invited for a demonstration flight over the Pacific.

Both FAAers were impressed by the aircraft's performance. During the more than two-hour flight, the Concorde reached a speed of Mach 1.96 (about 1,200 miles per hour). The aircraft flew subsonically until it passed Middleton Island (about 150 miles southeast of Anchorage). Then the pilot

edged the throttle forward, broke the sound barrier and reached this flight's maximum speed, which was limited because of unusually high temperatures.

"It was impressive how easily the Concorde made its transition from subsonic to supersonic flight," Brown said. "If the computerized Mach meter display, mounted on the bulkhead of the passenger compartment, had not ticked away the speed, it would have been impossible to tell when the Concorde passed through Mach 1." Derry added: "The smoothness of the flight was comparable to the qualities that a passenger would experience on present-day jets."

—By Al Garvis

Pleased to have been involved in handling the Concorde landing at Fairbanks are (seated, left to right) Glenn Green, John Balaski, Larry Sustriek and (standing, right) John Clark. Assistant tower chief Red Brooks turned out just to look.



## HEADS UP

### SOUTHERN

The new chief of the Airway Facilities Sector Field Office in Paducah, Ky., is James W. Hall . . . the Greenville, S. C., Tower has been decombed from Greer with Kay Luke as the new tower chief . . . moving over from the Greenwood, Miss., FSS to the Orlando, Fla., FSS as assistant chief is Carl D. Youngblood.

### CENTRAL

Robert Dilla has been selected as assistant chief at the Kansas City, Mo., Tower . . . the new chief of the Omaha, Neb., FSS is William Preuit . . . selected as assistant chief of the Cedar Rapids, Iowa, FSS was Thomas Kloczek.

### SOUTHWESTERN

The new Sector Field Office chief in Carlsbad, N. M., is Gerald W. Lobb . . . selected to be chief of the Fort Worth, Tex., FSS is Charles A. Easton . . . transferring from Fort Worth as chief of the Childress, Tex., FSS is Harold S. Marley . . . Edward A. Culver has gotten the nod as the new chief of the Gallup, NM., Sector Field Office . . . Jerry J. Dean from Shreveport, La., has been selected as chief of the Monroe, La., Sector Field Office . . . the Moisant Tower in New Orleans gets Samuel J. Smith as its deputy chief from San Antonio Tower.

### WESTERN

John Tompkins has taken over as the San Diego Airway Facilities Sector manager. He was assistant chief of the regional office Maintenance Operations Branch in the AF Division . . . Jack McMillen, assistant chief of the Las Vegas, Nev., Tower, was selected as chief of the Bakersfield, Calif., Tower.

### ALASKAN

Assistant chief of Fairbanks International Airport Tower Firman "Red" Brooks has taken over as chief of the Kodiak Tower.

### PACIFIC-ASIA

Daisy S. Kiakona was appointed Manpower Division chief.

### NAFEC

Appointed chief of the Aviation Facilities Division is Kurt H. Schilling, who was chief of the Aircraft Maintenance Branch.



# DEPARTMENT OF TRANSPORTATION

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**KEEP OFF THE GRASS . . .** After smoking marihuana, how long should one wait before flying an aircraft? The answer to that question is he shouldn't be smoking marihuana at all. But being realistic, FAA's Office of Aviation Medicine recently sponsored a symposium on all aspects of the problem, and it concluded that a 12- to 16-hour period between marihuana use and work in aviation activities "would not be unreasonable." This compares with a required eight-hour interim between drinking and flying, which must prove something.

**SNAKE IN THE GRASS . . .** The man was acting "suspiciously" on airport property, so controllers at the Montgomery, Ala., Tower called police. When they arrived, they found a well-tended marihuana crop almost ready for harvesting. But the suspicious-acting man was gone—perhaps to search for a non-tower airport where nobody is looking over his shoulder.

**A BIG HAND FOR THE LITTLE LADY . . .** Last month in this space, we reported that the new Northwest Region Headquarters was "too quiet." Now comes a complaint that the doorknobs are "too big." A woman employee recently called the editor of the NW Intercom to say that sometimes she has

to use both hands to turn the knobs and maybe they should only be about two-thirds the present size. We're not taking sides, but it seems there are two possibilities here: The doorknobs are too big or the woman's hands are too small.

**NEAR CAT-ASTROPHE . . .** Letters of appreciation from grateful pilots are received regularly at the Huntington, W. Va., FSS. But this one was something different: Instead of saying thanks for saving my life, it said thanks for finding my cat. The pilot's cat wandered off during a refueling stop at the Huntington Airport and wasn't missed until the aircraft landed at its destination—Lexington, Ky. Some conversation with the Huntington FSS followed; the cat was found and put on a flight to Lexington. The incident prompted FSS chief Harold Weller to observe: "At least this proves we're not going to the dogs." Anyone who would make a pun as bad as that ought to be flogged . . . with a cat-o'-nine-tails.

**FROM THE MOUTHS OF BABES . . .** Following a recent talk on ATC by Charles Dennis of the Houston Intercontinental tower, a local junior high student wrote a paper on the subject which included this line: "This job isn't for me, because if I was up there and knew someone like me was down there . . . I'd faint."