

FEBRUARY 1975

FAA WORLD

Service to Man in Flight



FAA GOALS AND OBJECTIVES

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The cover: The goals of the FAA are expressed in this scene—safety and service to aviation. A Boeing 727 takes off near sundown under the watchful eyes of O'Hare Tower.

Photo by Neal Callahan



FAA GOALS AND OBJECTIVES

The mission of the Federal Aviation Administration is the regulation of air commerce to foster aviation safety, the promoting of civil aviation and a national system of airports, achieving the efficient use of airspace and developing and operating a common system of air traffic control and air navigation for both civilian and military aircraft.

I am determined that we shall continue to carry out that mission effectively—to improve our already fine record in making aviation safer and in providing service to the aviation public. If we are to do so, we must all have a clear and common understanding of the public purpose we serve.

I have spent considerable time in recent months personally developing a set of FAA goals and objectives for this calendar year. I ask that you read them carefully and make them a part of your own operating philosophy.

You will note that the 10 goals are really idealized statements—something to keep shooting for. The FAA has always had goals, but, I believe, never so clearly articulated. While some of them may never be achieved completely, they establish the major directions in which the agency should be moving for the foreseeable future.

For each of these goals, I have set one or more objectives for achievement in calendar year 1975. I expect each of you to seek ways in which you can help us achieve these objectives. It may require modifying an on-going program to better focus on our objectives; it may involve developing and proposing an innovative program or activity; or it may simply mean making certain that everyone in your

(Continued on Page 5)

GOAL #1

Reduce aircraft accidents to an absolute minimum

Reduce the air-carrier rate by 3% and the fatality rate per fatal accident by 20% over the 1974 level

Reduce the air-taxi accident rate by 2% and the fatality rate per fatal accident by 1% from the 1974 level

Reduce the general-aviation accident rate by 5% and the fatality rate per fatal accident by 2% over 1974

GOAL #2

Reduce aviation security incidents to an absolute minimum

Ensure that there are no successful air-carrier hijackings
Reduce air-cargo theft and pilferage by 5% from the 1974 level

Reduce general-aviation aircraft and equipment thefts by 5% from the 1974 level

GOAL #3

Increase the productivity of the National Aviation System

Reduce the FAA operations costs per unit of service by 2% from the 1974 level

Reduce the rate of air-traffic-control, air-navigation and airport-system-induced delays by 5% over 1974

GOAL #4

Sustain U.S. aviation leadership worldwide

Obtain the adoption of the U.S. aviation standards and procedures by at least two additional countries this year

Increase U.S. aviation export sales over the 1974 level

GOAL #5

Optimize aviation's positive contribution to the nation's physical environment

Increase FAA's responsiveness to national environmental policies and programs

GOAL #6
Increase efficiency
in the use of energy

Reduce the consumption of aviation fuel over 1974
Increase the available ton miles performed by air carriers per gallon of fuel used over 1974 levels

GOAL #7
Attain maximum feasible
participation of minorities
and women
in aviation activities

Increase the percent of minorities and women in the FAA workforce by 2.5% over 1974 levels
Reduce the grade-level disparities between minorities and non-minorities and between women and men over 1974 levels
Increase the proportion of FAA contract dollars channeled to minority firms by 1.5% over the 1974 level

GOAL #8
Improve
FAA's responsiveness
to the aviation needs
of the American public

Sustain the calendar year 1974 consultative-activity level
Increase the percent of follow-up actions completed within 60 days following the close of the consultative activity

GOAL #9
Increase the public's
understanding and support
of aviation's role in society
and its contribution
to the nation's total
transportation need

Develop and implement positive-action programs to increase support for airports and aviation

GOAL #10
Stimulate state and local
government participation
in aviation programs

Increase state and local participation in FAA activities.

ADMINISTRATOR'S INITIATIVES

Another direction for special efforts that contribute to the success of FAA's mission are the Administrator's Initiatives:

1. Encourage new-generation aircraft development.
2. Establish a national FAA auxiliary.
3. Initiate a future NAS Requirements (2000) Study.
4. Establish a Federal Executive Personnel Development System.
5. Devise an Environmental Quality of Life Program.

(Continued from Page 2)
organization or working group understands and supports the agency's goals and objectives. I have also communicated this to our agency's managers, who are, of course, the channels for proposing program changes and improvements.

The point is that, having established a set of goals and objectives, we must now use them in managing our affairs. To help you in this, a descrip-

tion of Management By Objectives is given below. These goals and objectives provide the basis for understanding the purpose and direction of the FAA for 1975. Now, let's turn these words into realities.

Alexander P. Butterfield
ALEXANDER P. BUTTERFIELD
Administrator

The Foundation: MBO Sets the Stage

The above goals and objectives are predicated on the Management By Objectives (MBO) concept. MBO is the management practice of identifying very clearly and specifically the end results, or objectives, of an organization and then making conscious decisions and choices that will help achieve those results.

The concept is simple but requires a systematic and conscientious effort to make it work. Its implementation can be seen as involving four steps:

IDENTIFY OBJECTIVES and state them in terms that ● Directly relate to the organization's basic public-benefit purpose ● Are concerned with its outputs, not its inputs or processes ● Are critical to the success of a manager as a manager ● Inspire more than just "business as usual" attitudes among employees ● Provide clear direction for employees ● Are concrete and measurable ● Are realistic and achievable ● Are in support of current policy, goals and long-range plans ● Lead to the development of working programs.

PLAN PROGRAMS AND ALLOCATE RESOURCES. During early planning efforts, alternative work activities and programs should be evaluated in relation to agency objectives. New ways of doing things can emerge from uninhibited idea gathering, as long as they are pinned to the availability of resources and time. When a manager

evaluates and selects activities on their chances of achieving results, priorities become much easier to establish. Resources can then be allocated based on these priorities.

MEASURE PROGRESS. Once an objective is identified and specific activities selected to achieve it, a reliable way of assessing progress is needed, along with an appropriate, simple reporting system. The progress indicators should prompt managers to look for problems requiring their attention. Progress can be measured by the rate of change from one period to another, by meeting deadlines for certain actions, by achieving a new level of knowledge or understanding or by a combination of these. In all cases, they should be understandable without complicated interpretation and must indicate actual movement toward the objective.

EVALUATE ACHIEVEMENT—that is, the realization of objectives, to provide the necessary guidance for making changes to our plans and programs or for recasting the objectives.

Establishing organizational objectives can be valuable for managers, but only if they are translated into action—namely, the development of programs and the assignment of resources to meet them.

Advice and assistance on MBO are available at Washington and regional Management Systems offices.

AVIATION A CAREER MAGNET

Community Program a 'Sellout'

Aviation as a career still romances the young, in addition to the old. Any excursion into that field is likely to act as a magnet, so it was no surprise when a Boston area high school's Aviation Day career program was a resounding success.

More than 1,600 students from 10 Massachusetts high schools descended on the Holbrook, Mass., High School last fall to look, listen, ask questions and cart away literature. Sponsored by the Massachusetts Aviation Education Council in cooperation with the Holbrook School Department, the event drew representatives of 25 aviation organizations who set up displays and information booths. Helicopters were landed on the school's grounds during the program, provided by the state's Air National Guard, the Marine Corps and a Boston radio station that uses one for highway traffic reports.

The New England Regional Office had a display that featured the FAA film "Safety in the Skies—Above All," which was made into a continuously running videotape.

Richard Little, a council member and a teacher at the school who coordinated the program, noted that attendance at the program was voluntary, which made the large number of students all the more significant. "Because of this, it is obvious that aviation as a career is high on the list of high school students," he said.



Athletic events never got this kind of a mob scene in the Holbrook High School gymnasium, as students flock to an Aviation Day career program held there.



Five members of the sponsoring Massachusetts Aviation Education Council attending the event were (left to right) Walter Burke, program coordinator; Richard Little, Joseph Benkert, David Emerson and New England Region public affairs officer Mike Ciccurelli. Above, Ciccurelli delivers an advance talk to one of four civics classes at Holbrook on FAA's role in governing air traffic.



Among the 25 organizations that participated in the career program were the National Aeronautics and Space Administration, which gave a space science demonstration and provided aircraft cockpits in a Simulated Flight Center; the Bradley, Conn., Air Museum; a soaring club; and this pair of aviation technology schools.



HEADS UP

NORTHWEST

Bruce Walker is the new chief of the Airway Facilities Sector Field Office at Idaho Falls, Ida. . . . Ralph Alexander reported in as chief of the Idaho Falls FSS.

PACIFIC-ASIA

Selected to be facility manager of the AF Environmental Support Unit in Guam is Masayuki Kubo.

ROCKY MOUNTAIN

Robert O'Brien moved from the Western Regional Office to the Rocky Mountain RO as assistant chief of the Air Traffic Division.

SOUTHERN

Mateo Palenzuela has taken over as chief of the San Juan, Puerto Rico, IFSS after a stint as chief of the Paso Robles, Calif., FSS.

SOUTHWEST

The new chief of the Tulsa, Okla., FSS is Clinton O'Dell . . . Richard Chaney from Beaumont, Tex., got the nod as the new Houston Sector Field Office chief . . . James Lynch was selected as chief of the Stinson Tower in San Antonio . . . Se-

lected as assistant chiefs for the Midland, Tex., TRACAB were Ronald Forgey from Dallas-Fort Worth and Donald Endsley from Shreveport, La.

WESTERN

Charles Linn is the new Sacramento FSS chief, previously chief of the Salinas, Calif., FSS . . . Ed Erickson is now chief of the Paso Robles, Calif., FSS, hailing from the San Diego FSS . . . Mike Hunter, former Phoenix TRACON deputy chief, is now chief of the Scottsdale, Ariz., Tower . . . Oakland Tower's assistant chief, Albert Riedel, was selected as chief of the Chico, Calif., Tower . . . Harry Bell is aboard the Los Angeles FSS as an assistant chief, coming from the Ely, Calif., FSS . . . Franklin Gin is assistant chief at the Palo Alto, Calif., Tower, coming from the Los Angeles TRACON.

2-FOR-A-NICKEL MEMORABILIA



Frazier gets an off-duty assist in sorting out a few score postcards from stay-in-school clerk Gloria Villanueva. Photo by Dave Teeter

Mention aviation's good old days to Charlie Frazier and he's liable to lay a couple hundred or so faded reminders on you, for his pack-rat vice is aviation picture postcards.

Assistant chief of the Southwest Region's Manpower Division, Frazier has bought, begged or received in the mail around 300 or 400 such cards, depicting antique and military aircraft, airships, seaplanes, airliners and airports. He can whip out pictures of the original Goodyear blimp, World War I Jennies and Tommy Morse Scouts or Chicago's Midway Airport, when DC-2s were the gleam in every

pilot's eye. To show how far they go back, consider that many of them carry the legend: "Place one-cent stamp here."

One of the big advantages of his hobby, Frazier finds, is that it doesn't cost much. Most of his entries originally sold at two for a nickel, and even with today's inflation, he seldom pays more than a quarter for a new card—more often a dime or fifteen cents. That's hardly a budget-buster for any collector.

Below is a sampler from the pages of Frazier's aviation scrapbook.

—By Jon Ellis



Consolidated PB2Y Coronado



Lockheed Constitution



Lockheed 749 Constellation



U.S. Navy Loening Hydro-Aeroplane



Ryan Monoplane



Aeronca C-3



U.S. Speed Scout—Nieuport Type XXIII



Lockheed P-38



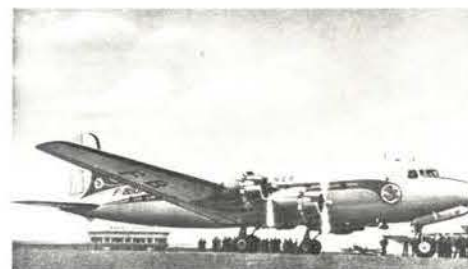
Kansas City Municipal Airport a generation ago



Boeing 377 Stratocruiser



Douglas DC-3



Douglas DC-4



Grumman F3F

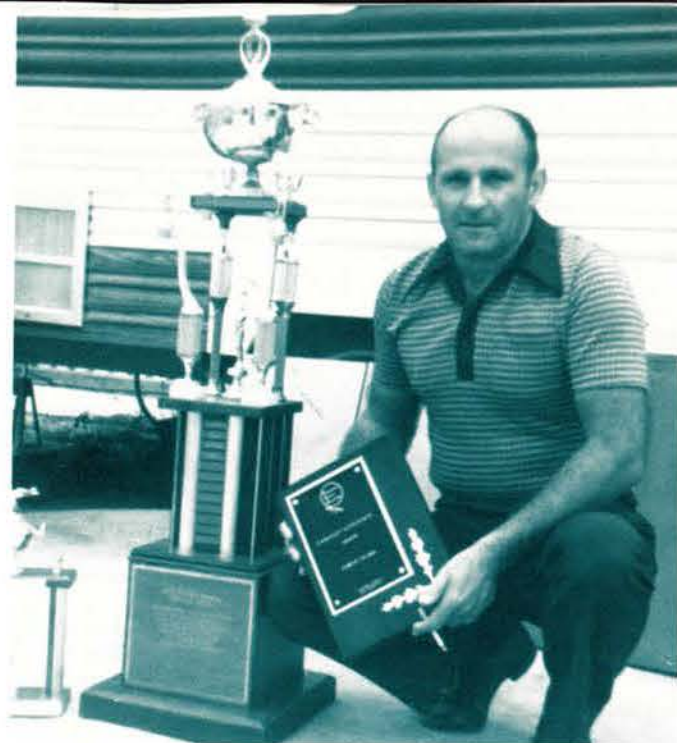


Goodyear-Zeppelin Akron or Macon

TWO-TIME WINNER—Ernie Heald, Seattle maintenance inspector, was given national recognition by the Experimental Aircraft Assn. with the Major Achievement Award for improving the certification process and the Chuck Crawford Memorial Trophy for advancing general aviation.



GRAPE JUICE?—Quinn Smith, supervisory engineering technician in the Oakland AF Sector, simulates his donations of 88 pints (11 gallons) of blood since 1952. Any challengers?



TOP HONORS—Eastern Region Executive Officer Irving Mark (left) received a Silver Medal Award for outstanding accomplishments in his post from Administrator Butterfield and then DOT Secretary Claude Brinegar (right).



SHARP ON PAPER—For validating forms from the Central Region for use in the Great Lakes Region and revising hundreds of directives, forms and reports with a savings of \$566,000, Morrie Earle (left), Mark Koscak (second from left), Larry Pahl (right) and Mary Kay Howlett (not shown) received the Federal Paperwork Management Award, here presented by E. Nootenboom, Act. Dir., Management Systems.

YESTERYEAR'S HERO—Like so many flight inspection DC-3s, Nan-43 out of Minneapolis is due to retire soon, but to the Air Force Museum rather than oblivion. That's because it was the flagship of Gen. "Hap" Arnold, commander of World War II's Army Air Corps. Its maintenance crew includes foreman Leonard Julkowski (top), mechanic James Heisler (middle), and (left to right) mechanic Douglas Engvall, line maintenance chief Albert Domagall and mechanic Gary Hennings. Photo by Marjorie Kriz



FACES and PLACES



FAA HELPING HAND—Johnnie Withers (left), MTS staff, poses with Cameron University students (left to right) David Thompson, Jack Nightingale, Cheryl Winters, Vickie Applegate and Vernetta Dunford, who were awarded FAA/MTS Scholarships for this school year. The perpetual fund was set up by Billy Templeton (right) and John McCaw three years ago as a useful class gift from MTS graduates.



GENTLY, NOW—With an egg glued to a hammer, Bruce Rosenberg, NAFEC human factors psychologist, hammers on a rubber bag filled with an impact-absorber he invented that would make it useful for seat cushions, auto bumpers, etc.

NEAT TRIO—New England Administrative Training candidates (left to right) James Powers, AT; Mrs. Greta Kilbert, Civil Rights; and Mrs. Dolores Snow, Airports, were selected for FY 1975 to train as planning specialist, realty specialist and position classification specialist, respectively. Executive Officer Jack Ormsbee (right) was chairman of the six-member NEAT selection panel.



GOOD JOB—Alaskan Regional Director Lyle Brown (right) congratulates his Public Affairs Officer, Alexander Garvis, after presenting him with a Special Achievement Award for excellent performance since he arrived in the 49th State.



Federal Notebook

TRAVEL UPS AND DOWNS

Prior to its adjournment, the 93rd Congress voted to slice 10 percent off travel expenditures for the balance of Fiscal 1975. FAA had already taken steps to save travel money, including knocking out

last month's regional directors' conference. ■ Congress also voted to up travel expenses--per diem to \$35 (to \$50 for high-cost areas) and mileage at 8 cents for motorcycles, 15 cents for cars and 18 cents for planes. Joint study by GSA, GAO, DOT, DOD and employee reps would permit adjustments to 11, 20 and 24 cents, respectively, after 30 days notice. A rider on the bill brought a veto, but the 94th Congress will likely pass at least as strong a bill.

THE GOOD WITH THE BAD

With the demise of the last Congress died many unfinished bills. Tax reform legislation that would have cut income taxes, in addition to eliminating the oil depletion allowance and raising oil industry taxes, in its latest version would have retained the sick-pay tax exclusion plus allowing the exclusion for disabled retirees up to age 70 instead of only to optional retirement ages, as it is now. Also lost was a provision that would have required overseas employees to pay income taxes on allowances for travel, moving costs and dependents' education.

■ Although the full Senate passed a bill to protect Federal employees from invasion of their privacy last spring, it and its House version, which only had hearings last summer, perished in the benefits subcommittee of the House Civil Service Committee at adjournment. Also lost this year were bills to increase the government's

share of retirement contributions, to provide for optional social security coverage for Federal employees and to provide for the 80 combination or 30 years-at-any-age retirement.

WORD ENOUGH

The General Accounting Office has reported to the Civil Service Commission that it sees no need for legislation requiring agencies to give special pre-retirement counseling on financial and health problems, leisure time, housing and living adjustments. GAO believes it's adequate if agencies provide information on retirement, health and life insurance benefits and booklets covering housing, legal matters and consumer affairs.

HEALTH RIPOFF

Auditors for the Civil Service Commission have reported that the government and Federal employees have been overcharged by more than \$10.8 million in the last four years by health insurance programs. The major offender, to the tune of \$10.1 million, is Blue Cross-Blue Shield, according to the report issued by the General Accounting Office. CSC has asked the Justice Department to file suit against Blue Cross for \$3.4 million set aside as reserves which are no longer authorized. Other amounts are being negotiated.

WHICH WORKWEEK WORKS?

CSC has told GAO it will ask Congress for legislation to permit experimenting with workweeks. Under consideration are 10-hour day, four-day workweeks and workdays in which employees would be allowed to choose their own work hours within established business hours.



Photos by Ed Hutchinson

An FAA motto is "Service to Man in Flight." The agency's assistance to the flying community has been demonstrated time and again, but rarely has that service been devoted to feathered users of the airspace. In this case, the San Diego Airway Facilities Sector turned its attention to some original aviators and provided them with an island and a VORTAC for their own use.

The aviators were the Least Terns, small sea birds in danger of extinction. Fewer than 1,500 of them are known to remain on earth, and a concerted effort had been mounted by several conservation groups to assure their survival.

The problem of the terns' steady decline in population lay in large measure in their vulnerable nesting habits. The nests are formed by the birds making small circles in completely exposed areas. The tern will not nest near vegetation or in areas where it does not have a clear view of the surrounding terrain. While this permits it to keep a sharp eye out for predators or accidental intruders, it also gives no cover or protection from them.

The San Diego VORTAC sits on a man-made island in the middle of beautiful Mission Bay Park, a 4,700-acre aquatic park, and forms an ideal nesting ground, essentially free from animal and human intruders. This is important, since the nests with eggs or young are virtually impossible to see on the crushed shell and sand and are easily trampled. It was known that a few Least Terns had nested there

in previous years, although the count did not exceed 17 nests. As a result, the FAA cooperated with the Audubon Society, the Sierra Club and the California State Fish and Game Commission in designating the island as a wildlife sanctuary for the terns.

Prior to the last nesting season, Lloyd Basnett, electronics technician, and myself, chief of the sector's Environmental Support Unit, worked with Harold McKinnie, assistant wildlife management biologist of the Department of Fish and Game, to enlist the help of local Boy Scout troops in preparing the island for nesting, removing most of the weeds



Ski Island and the San Diego VORTAC in Mission Bay Park.

Well camouflaged among broken marine shells and sand, a newly hatched Least Tern rests as a nestmate begins chipping his way out of his eggshell on Ski Island.



and grasses. The state office provided the boat transportation and Mary Ann Pentis, a local authority on the Least Tern, provided technical assistance. With one day's work, the island was ready as a tern nursery.

Electronics technician Edmund Orlicki, routinely assigned to the VORTAC, and Ms. Pentis monitored the nesting activity that followed, and Ed Hutchinson, sector proficiency development evaluation officer, documented it photographically.

At the close of the nesting season, 14 more nests than the highest previous year had been recorded. While the ultimate survival of the terns may still be in doubt, it won't be for the lack of caring on the part of San Diego AF Sector personnel. As they kept the VORTAC serving man, they helped save a bit of their environment.

—By Larry Cheskaty

DIRECT LINE



Q. The Surgeon General's report on the hazards of smoking, in regards to both the smoker and non-smoker, has been available for some years now. Since air traffic controllers are required to possess a second-class medical certificate, what, if anything, has the agency done or does it intend to do to protect the non-smokers from this health hazard? Could a facility chief, with the concurrence of the local bargaining unit, establish designated smoking areas?

A. This is an area of growing concern throughout the agency. There is no doubt that tobacco smoke can and does serve as an annoyance to many people. However, spot checks at various facilities by FAA medical personnel have turned up no actual health hazards at those locations due to tobacco smoke. The problem is difficult to resolve since the workforce is closely divided between smokers and non-smokers. While a union having representation rights for a facility would certainly be contacted on any proposals, the union itself is in a difficult position, since it must represent all employees at a facility.

Q. I am very concerned with the reliability of our test equipment. I made a detailed suggestion on the overall program, but I feel that I can't get anyone to even admit there is a problem, no less get some action to correct it. I believe that we need regional programs for the repair and calibration of field test equipment, an accurate system for test equipment inventory and clarification of the Test Equipment Management Handbook. What can be done to correct this program?

A. Funding, which is controlled by Congressional appropriations, has limited the implementation of an FAA test equipment program similar to the Department of Defense Military Concept. Funds are simply not available to establish calibration laboratories equipped with state-of-the-art: electrical, mechanical and physical standards, nor for replacement of all items of test equipment on a five, eight or 10-year (or other) basis. This is an established

fact of life, with little relief in sight. A revised and updated version of Order 6200.4, Test Equipment Management Handbook, is in final coordination. Calibration policy is essentially unchanged from the current issue, which was published in 1970. When the new issue is received, you may wish to suggest improvements via the form letters that are to be included in the back of each copy.

Q. Why are air traffic controllers more entitled to free airline transportation than the rest of FAA employees?

A. No FAA employee is entitled to free airline transportation. However, you may be referring to the Air Carrier Flight Familiarization Program, which is a training program made available by the airlines to air traffic controllers who control live traffic. The purpose of this program is to acquaint ATC specialists with inflight problems affecting ATC procedures and communications by observing the airborne operations from the aircraft's jump seat.

Q. I am a supervisory air traffic specialist in a flight service station and meet the requirements for normal retirement. Because of the results of my annual physical and subsequent examinations, the assistant regional flight surgeon has permanently disqualified me from performing my duties and has advised me that I must resign or apply for retirement. I have been requested to complete and submit SF 2801 and 2801B. I would like to use approximately 12 months of accrued sick leave prior to requesting disability retirement and then possibly apply for OFEC benefits. Would this be possible; if so, what procedures should be followed—what forms should be submitted and when?

A. The normal procedure is to file concurrently for Disability Retirement and Office of Workmen's Compensation Program benefits (formerly OFEC). This would preclude any possibility of a period when no compensation is being received. All sick leave will be exhausted before you are separated. The actual date of retirement will be the date that your sick leave expires. For filing an OWCP claim, submit CA-1 and 2, CA-4 and 20, plus all medical reports.

Q. I am presently a GS-12 Step 7 and have been offered a position as a GS-11 with salary retention. In that I have two years in my present step, at what rate will my basic pay be set; for what period of time will I have salary retention; if repromoted during the salary retention period, what would my basic salary be; and will I have to begin a new waiting period toward Step 8 in grade 12 if I am repromoted to a GS-12 position?

A. Your basic rate of pay is currently \$22,153. If you accept the lower-grade position under the conditions stated, your basic rate of pay will be retained at \$22,153 for a two-year period (the salary-retention period). In addition, you will get any statutory pay increases that are

authorized for the GS-12 Step 7 during the two-year period. If you were not eligible for salary retention, your basic rate would be set in Step 10 of the GS-11 grade, or \$20,125. If you are repromoted during the salary-retention period, you are entitled to basic pay at either a rate no less than two steps above the rate you would be receiving if you were not on salary retention (GS-11 Step 10, \$20,125, plus two times \$516, which equals \$21,157—but this falls between steps and therefore would entitle you to \$21,538); or your current rate of pay if that is higher. In your case, the current rate of \$22,153 would be higher. If you are repromoted during the salary-retention period, the promotion action is considered to be an equivalent increase in pay for waiting-period purposes, even though you did not receive an actual increase in pay. Therefore, you must begin a new waiting period for the Step 8 of GS-12 on the date of the promotion. So, if you accept the demotion, the time you spent in Step 7 of the GS-12 and any time you spend during the salary-retention period could not be counted toward your new waiting period.

Q. Our supervisors have been harassing us when we take sick leave, such as checking our homes. Can they legally do this? We can be too sick to go to work without being a-bed.

A. Without knowledge of your specific problem, here is a generalized answer. The FAA Absence and Leave Handbook, Order 3600.4, explains the leave rights and corresponding responsibilities of employees. It states that requests for sick leave may be investigated when there is reasonable doubt as to the propriety of the requests. The supervisor having authority to approve leave determines the acceptability of evidence of incapacity for duty and may use such means as are reasonable and necessary to determine whether a request for sick leave can be granted. His interpretation shall be based on the specific circumstances surrounding each leave situation. If you have questions regarding his interpretation, you may wish to discuss it with him or with the Manpower Division in your region.

Q. Doesn't the FAA Headquarters Manpower Division acknowledge the receipt of bids for advertised positions?

A. Because of the extremely large volume of bids received for advertised positions (approximately 1,000 in the month of November), not all applications are acknowledged by the Washington Headquarters Personnel Operations Division. As a general rule, only those applications that are accompanied by Form WA 3330-2, Position Vacancy Application, or comparable regional form are acknowledged. The bottom portion of this form, if the address block is completed by the applicant, is returned to the bidder advising whether he or she meets the minimum eligibility requirements for the announced vacancy. The Personnel Operations Division, in its continuing review of priorities and programs, will be alert to opportunities that will let them provide additional acknowledgment services to the public.



SIGN OF THE TIMES. . . . When controller-trainee Janet Scott invaded the previously all-male Sonoma County Airport Tower at Santa Rosa, Calif., facility chief Lou Martin decided some changes were in order. First, the "Men's Room" sign was taken down and replaced with one that said "Rest Room." Then, as a logical followup, a lockable doorknob was installed.

BOLT FROM THE BLUE. . . . Continuing in the same vein, FAA has advised the nation's airlines to make sure that toilet-drain-system valves are securely tightened before takeoff. The agency said leakage from this system leads to the formation of so-called "blue ice," which gets its name from the color of the disinfectant used in the commodes. In recent months, there have been several incidents of blue ice breaking free and damaging property on the ground. In one case, a chunk of blue ice penetrated the roof of a house near Denver's Stapleton Airport, came through the kitchen ceiling and ended up on the linoleum. Fortunately, the owner of the house had the presence of mind to remove the blue ice before it melted completely.

ACE OF ACES. . . . In aviation, an ace is a pilot who shoots down five enemy aircraft. In golf, an ace is a hole-in-one. But what do you call a golfer who shoots down an airplane with one shot? According to the Fresno GADO, which investigated the incident, this actually happened at the near-by Fort Washington Golf Course. A single-engine airplane doing low-level mosquito-spraying was struck by a hard-hit golf ball that passed through the whirling propeller, smashed through the windshield, bounced off the pilot's helmet and shattered a side window. Although stunned by the impact and injured by flying glass, the pilot kept control of his aircraft and made an emergency landing at a near-by airstrip. In answer to our question, the pilot had his own name for the golfer who shot him down, but we can't print it here.

TRIVIA QUIZ. . . . Next time you're stuck for something to say at a friend's dinner party, you might mention that there are 10,000 controllers on duty at any one time in the ATC system, who are responsible for an average of 720 decisions/instructions per minute. Then when you have everyone's attention, hit them with the fact that there are 2.5 million hot dogs sold every year at O'Hare Airport, and, if placed end to end, would reach all the way to Milwaukee and back again. That should guarantee you won't be invited to any more dull dinner parties.

DEPARTMENT OF TRANSPORTATION
FEDERAL AVIATION ADMINISTRATION
Washington, D.C. 20591

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It's sundown rather than showdown—high noon on the shortest day of the year on Lake Hood, looking south toward Anchorage Tower. For the camera buff: Maurice "Doc" Powell, chief of the Aircraft Maintenance Base, took this photo with a Topcon Univex with a 35mm f/3.5 lens at f/8, 1/125th of a second.

