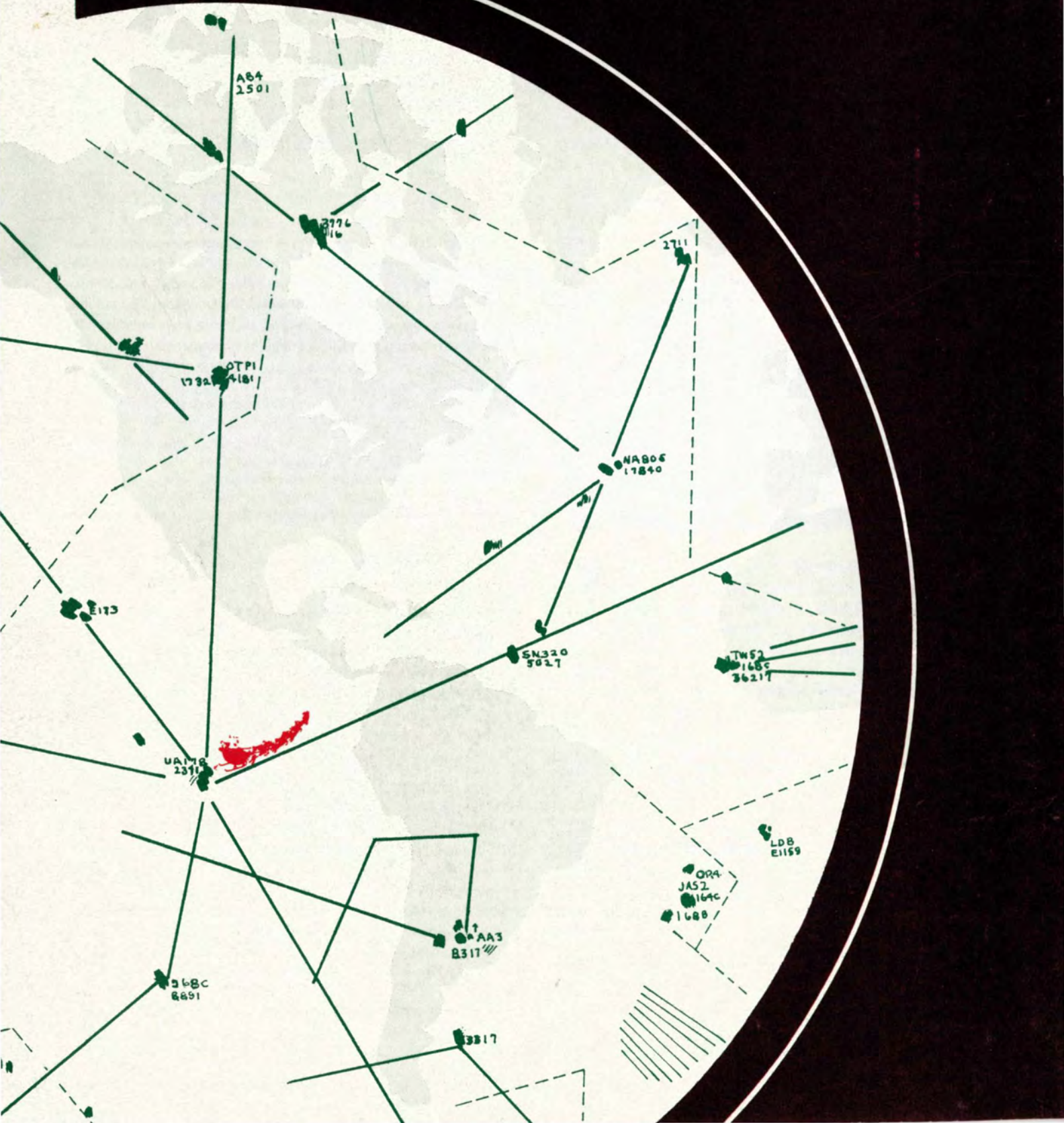
DECEMBER 1976

FAA WORLD



DIRECT LINE

Q Do I regularly have to work "other duties as assigned" when they are not found in the job description? What does this phrase "other duties as assigned" mean, and is it legal?

A As discussed in Handbook 3510.8, "Position Classification," Civil Service employees are required to perform "other duties as assigned," although only principal duties and responsibilities must be individually listed and specifically described in their position descriptions. The use of this phrase is encouraged to cover minor duties, even if regularly performed. Many Federal agencies make use of this phrase or similar wording to cover miscellaneous duties. Contained in the regulations as it is, it is considered to be legal.

Q I have an annual-leave carryover that exceeds the normal Civil Service ceiling. When I carry that over into next year, do I have to use all of my use-or-lose leave before retiring or can I get a lump-sum payment for the carryover plus the currently accrued leave?

A You will collect a lump sum for any currently accrued unused leave plus any legal carryover under the provisions of PL 93-181. To collect for the current accrual, however, you must retire within the current leave year—for 1977, that would be by Dec. 31, 1977.

Q I don't think the disability retirement regulations are fair. As I understand it, an employee gets the lesser of 40 percent of his high three-years annual salary or the normal retirement computation after his actual creditable service is increased by the time remaining between his retirement and age 60. The effect of this is that a young employee who has worked, say, five years gets a 40 percent pension, while an older employee who has also worked only five years gets only a fraction of that disability annuity. I don't understand this discrimination against the older employee.

A The disability annuity applies to all Federal employees and is established by law (U.S. Code, Title 5, Chapter 8, Section 8339). The idea behind the guaranteed minimum for disability retirees is based on the premise that disability retirement interrupts a career that otherwise would have extended to age 60. This annuity, then, should include credit for the time the employee would have served, subject to the 40 percent maximum. It may appear to be unfair, but the thinking is that the younger disabled individual who has no prospect for continued Federal employment should receive a reasonable annuity, while the older annuitant has had lengthy prior employment, possibly with retirement benefits, including Social Security, and the opportunity to accumulate savings.

Q I had prior Federal service, for which I withdrew my contributions to the retirement fund. How does this affect my retirement computations? I am interested in redepositing these contributions, but I'd like to find out how much is required before formally applying on Form 2803.

A The period of time for which retirement contribution had been withdrawn is still credited for computing your service computation date—that is, for determining whether you meet the length-of-service requirements for retirement eligibility. It is not used for computing the amount of annuity, unless you redeposit the amount withdrawn plus accrued interest. It's generally to the employee's advantage to make a redeposit because the amount is recovered as annuity in a fairly short period of time. As a first step, you can get an approximation of what you owe from your Personnel Management Division; however, it's better to file Form 2803 so the exact amount of your redeposit can be computed by the Bureau of Retirement Insurance and Occupational Health of the Civil Service Commission.

BREAKER, DIRECT LINE CHANNEL

"Direct Line" exists to serve you as a channel of two-way communications. If you have a problem or question that your supervisor, Personnel Management Division or other local office has been unable to resolve to your satisfaction or to supply a reasonable or consistent answer, put it to us.

We attempt to maintain complete anonymity for you to save you embarrassment or hassle, but if your query deals with an individual, personal problem, like a voucher audit, we cannot obtain an answer without using your name and the specifics of your problem. Your name is not forwarded without your permission.

Remember, too, that generalized queries can only merit generalized answers. If you want specifics, you must supply specifics.

You don't have to supply your name if you don't want to, but we do need to know your region. Every query identified with a name and address receives a notification of receipt with an identifying number and a response in writing as soon as the answer has been prepared. Anonymous queries can only be answered by publication in FAA WORLD, which takes longer.

Address your queries to "Direct Line," APA-300, 800 Independence Ave. SW, Washington, D.C. 20591.

FAA WORLD

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EDITORIAL

Bicentennial Message: Focus On the Future

While attending the Experimental Aircraft Association convention this summer, Administrator McLucas stopped to chat with Oshkosh, Wis., tower chief Russ Lincoln.
Photo by Ett Shalin

The year 1976 has been a time of nostalgia for America, a time to remember with pride our beginnings as a nation. The July 4 celebration was a healthy reaffirmation of America's belief in itself.

For FAA, 1976 marked the 50th anniversary of the Air Commerce Act and the 40th year that the Federal Government has been operating the nation's air traffic control system. It was satisfying to review the progress of aviation over the past half century and to note the part the FAA has played in that achievement.

But now, as the year draws to a close, it is time to look ahead. We should not focus too much on the record of the past. It diverts our attention from the important tasks at hand and saps the creative energies needed to meet the demands of the future.

FAA's task in the years ahead is to make sure that air travel continues to be both safe and efficient. By the year 2000, people will be traveling faster, farther, and more frequently. Our projections show that the air-traffic-control system will be expected then to handle 100 million operations annually, as compared to 80 million a year now. The FAA has developed the basis of an ATC system that can be augmented to handle those increases. But, planning is only as good as those who can translate it into reality. The best plans have to be adjusted as realities dictate, and our performance will be judged on how well we anticipate and adapt to those challenges.

Two of the greatest dangers of any organization, especially one that has enjoyed success in the past, are complacency and rigidity. So, I urge all of you to remain open and receptive to new ideas in aviation as you face the future.

May you and your families enjoy a peaceful holiday season and a happy and healthy new year.

John L. McLucas

JOHN L. McLUCAS
Administrator

CATCHING A SMUGGLER BY HIS BLIP

The twin-engine aircraft was 12 miles south of Yuma, Ariz., heading north through the night with no lights showing, when the controller at the Los Angeles ARTCC spotted it on his radar screen.

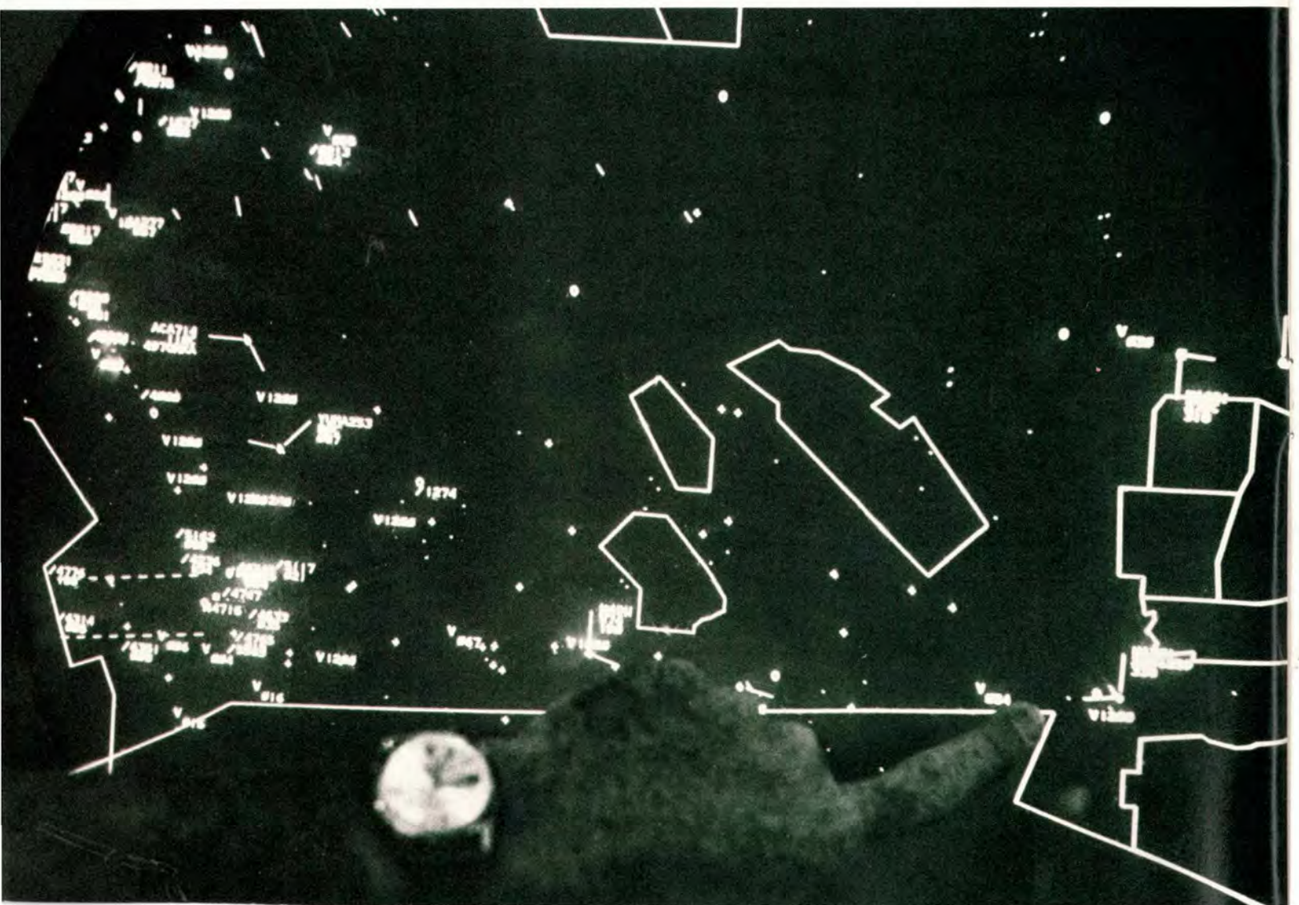
The controller had no way of knowing that the plane was blacked out, but he could guess that it was. The pattern was familiar, and the controller was fairly certain what the pilot was doing and what he was carrying up from Mexico.

He was even more certain when it became obvious that the pilot, who also was maintaining strict radio silence, had no intention of landing at Yuma or any of the other designated ports of entry in the area for the required search of the aircraft.

So the controller notified the U.S. Customs officer on duty in the center and set in motion a series of events that included an aerial chase over the deserts of southern California and ended, by virtue of an unexpected assist from an FAA flight service specialist, with the seizure of the aircraft and 2,000 pounds of marijuana.

An isolated incident? No. Rather it is typical of how the FAA helps law-enforcement agencies do what they can do best.

It is a matter of the FAA doing what it can do best to help law-enforcement



The hand of Los Angeles Center controller Pat Embry points to Yuma, Ariz., on his radar scope, a U.S. port of entry for Mexican air traffic, legal and illegal.

Among her chores at a Los Angeles Center radar scope is one that controller Jacque Feister gladly undertakes: helping the Customs Service monitor suspicious aircraft that may be involved in drug traffic.

Photos by Fred Farrar and W.E. Holtsberg, Jr.

When James B. Johnson, the Customs officer stationed at the center, got the alert, he called for an aircraft from the Customs Service's Air Support Branch at San Diego. Within minutes, the plane—a surplus Navy S-2—was in the air.

Then the controller took over, vectoring the Customs plane into a position from which it could use its sophisticated electronic surveillance equipment to follow the suspected smuggler without being seen. Johnson, meanwhile, was in contact with Customs officers on the ground as well as local and sheriffs' police units, attempting to position them so that they would be on hand when the pilot landed.

But he didn't land for quite a while.

At one point, it appeared that the pilot might be planning to land at Needles, Calif., 147 miles north of Yuma, and Johnson asked Jerome V. Katz, the flight service specialist on duty there, to watch for the plane and let him know if it landed.

But the plane didn't; it kept going north. Katz, who, it turns out, has an exceptionally good ear for engines, listened to it pass over.

The customs pilot continued to follow the plane, but then he and the center controller lost it when the pilot took it down behind the peaks of a mountain range in the area.

For the Customs pilot, the chase had ended, apparently unsuccessfully, and he headed back for San Diego. But before he got there, he was informed that the suspect plane had returned to Needles and landed. Although the pilot had gotten away, the local sheriff had the aircraft and the marijuana in custody.

What had happened, Katz recalled later, was that two hours after the plane had gone over, he heard aircraft engines again and recognized them as belonging to the same airplane. It soon became apparent that the pilot intended to land this time.

"He had nothing showing but his landing lights," Katz said. "He made an extremely short landing, did a quick 180 degree turn on the runway, taxied off to the edge of the desert and sat there with all his lights off.

"It was obvious," Katz continued, "that he hoped he hadn't been seen. But that was when I called the sheriff's office."

Except for the fact that a flight service specialist was involved, that ended what was a typical example of how the FAA and its controllers help in curbing the rapidly growing trend toward airborne narcotics smuggling. Scores of times every month, FAA controllers—particularly those in the south and southwest—provide similar assistance to the Customs Service and the Drug Enforcement Administration.

The assistance is definitely appreciated.

Harry T. Coates, the Customs pilot involved in the chase, described the FAA's assistance as "invaluable."

"Take this incident as an example. If the controller hadn't vectored us to the smuggler, we'd probably never have come close. The S-2 is a good, reliable aircraft," he continued. "But it's slow, and it would have taken us an hour to get from San Diego to Yuma. By then, he could have been long gone, and we would never have

found him. But the FAA vectored us right to him."

And the controllers are glad to help.

As Jacque (pronounced Jackie) Feister, a woman controller at the Los Angeles Center, put it, "I have children, and I am down on narcotics, so if I can do anything to help stop it, I will."

Pat Embry, another of the controllers, said that he gets "a sense of satisfaction . . . a thrill . . . from helping to catch them." And he added that he doesn't know of any controllers at the center who don't do everything they can to help, "even when they are real busy."

Another controller, Donald Spiller, described how they and Johnson (or J.J., as the controllers call him) work together.

"He has a terrific information network and he can often tell us just what airplane he's looking for and when and where we can expect it.

"But there are lots of other times when we see blips coming up from Mexico that we haven't been asked to look for, but we are pretty sure they're planes carrying narcotics.

"So we tell J.J., and he gets on the phone and scrambles his airplane. If we're lucky, we catch a smuggler."

From the FAA's point of view, the law-enforcement agencies aren't the only ones to gain from the cooperation. Experience has shown that the men who fly the drug-smuggling planes tend to be reckless pilots, and part of the agency's job is to keep reckless pilots out of the air. So every time one is arrested and convicted of drug smuggling, the FAA can take away his license, and what is probably another reckless pilot is grounded.—**By Fred Farrar**

Nothing is left to chance if an aircraft is suspected of smuggling. Customs inspector Green scours the cockpit for false floors or secret compartments for contraband.

After a suspicious aircraft has been monitored by controllers and Customs observers on radar, the pilot and his aircraft get a careful scrutiny upon touchdown. Here, Customs inspector Brenders (left) and Cleveland Special Agent Joe Price frisk a suspect at the airport.

Cleveland-Hopkins Tower assistant chief Al Johnson provides guidance to Customs insepctors Larry Brenders and Murrel Green (right) on Canadian-U.S. traffic.

Cleveland FSS specialist Eddie Jackson points out the route of a suspected flight to inspectors Green and Brenders.

Another Look at Radar Private-Eying

A similar picture presents itself on the U.S.'s northern frontier, where such surveillance is being tested in the radar room at Cleveland-Hopkins International Airport Tower.

Customs officials had studied the advantages of setting up shop at the Cleveland ARTCC but decided that, although the center had greater area coverage, the tower's new ASR-8 radar provided better performance for low-altitude observation.

Concerned by reports of an active "Canadian Connection" and of general-aviation traffic smuggling contraband between Canada and the U.S., Customs decided to take a look through the "eyes" of FAA's radar. "The program intrigued us as a great opportunity to use existing technology on an old and continuing problem," explained Tom Jones, tower chief.

"Our primary objective," said Cleveland Special Agent Joe Price, "was to gain intelligence on the actual extent of the problem, as well as to evaluate our officers' capabilities in reading radar."

Only two days of instruction on basic radar theory, aeronautical charts and aviation procedures prepared the officers—detailed from across the country—for the two-week test program. Only two of the participants had previous radar experience with the military. Price, himself a commercial pilot, had 11 years as an FAA flight inspector, which helped in providing insights for the other customs officers.

During the tests, the customs officers worked on regular shifts in pairs, maintaining communications with area Customs patrols circulating in mobile units. Alerted to suspected smugglers, the radar observers were able to monitor routes of flight to insure that aircraft from Canada landed to receive proper customs clearance, without intermediate stops or low-altitude passes for illegal drops.

Ken Mulcahy, special agent in charge for Ohio, Kentucky, Indiana and Erie County, Pennsylvania, found the radar a very useful tool, especially when unmarked Customs mobile units snared two suspected aircraft right at Cleveland-Hopkins Airport, following up on tips from radar observers in the tower.

By way of validating his own reaction, Mulcahy commented that "Customs is considering stationing officers permanently at the Fort Worth Center for Mexican-border observation."

For the Cleveland crew, next comes the evaluation of the test and deciding if Customs wants to coordinate a more extensive use of FAA's radar.

For the time being, however, the program possibilities are encouraging to everyone—except those contemplating getting away with smuggling.

—**By W. E. Holtsberg, Jr.**

THE MENTAL MINUTE

By Robert M. Weinstock, Office of Personnel and Training

What is the probability that if you roll two dice, at least one of them will be a "six"?

Other than at noon and at midnight, what is the precise time (to the second) that the minute hand of a clock will be directly over the hour hand?

Answers on page 18

MR. C DOES his THING

If I've told him once, I've told him a hundred times: "Mr. C, you're asking for trouble." But will he listen to me? He will not. He goes right on flying in that obsolete crate of his in all kinds of weather over some of the most foresaken terrain in the world without any instrumentation to speak of and without any communications or navigation equipment whatsoever. And so, he gets in trouble. Lucky for him I was around to help bail him out.

I'm working the late shift on Christmas Eve in the Anchorage Air Route Traffic Control Center. In fact, it seems like I'm always working the late shift on Christmas Eve . . . and New Year's Eve . . . and what have you. When the watch supervisor makes up the holiday work schedule, I'm always the first one he thinks of. Sometimes I think I never should have left the Stapleton tower.

Anyway—to get back to what I was talking about—it's around 11:30 p.m. and I'm at the radar with a fellow named Herman Humperdink. No kidding, that's his real name. Herman is a bachelor and doesn't have any kids, so what does he care if he works Christmas Eve. Me—I've got five kids. I should be home trimming the tree. But that's enough of that. Let's get back on the subject.

Things are slow at the center this late on Christmas Eve. You know, really slow. Only a few planes are up in the whole center area and none at all in our sector. Anyone who's going anywhere for Christmas has already gone. Herman and I just sit there, smoking and talking and watching the green glow of the radarscope. I mean, it isn't much of a Christmas Eve even for Herman who, like I said, is a bachelor and doesn't have any kids.

Then, all of a sudden, we get some action. The radar picks up a lone target moving south over the Arctic Ocean toward the north coast of Alaska. At first I get real nervous, thinking maybe it's one of those intercontinental ballistic missiles fired by some weirdo who's out to ruin everyone's Christmas Eve. You know, like in "Dr. Strangelove," only for real. But after watching the target for maybe 30 seconds, both Herman and I agree that it's moving too slowly to be a missile. Or if it is a missile, we're in better shape defensewise than anyone in the Pentagon thinks, because I mean, you could knock this thing down with a small snowball. It's flying that low and that slow.

So after deciding that the radar blip is an aircraft of some sort, it comes to me like a flash, as they say, who the pilot probably is. And if he is who I think he is—that is, Mr. C—it can only mean one thing: He's in trouble.

Well, as I said before, I'm not surprised, not at all. I've seen it coming for years. Mr. C may be a prince of a fellow but he's not one of our more progressive pilots. He's the kind of a guy who thinks he can fly once a year and maintain his proficiency. Also, his idea of direction-finding equipment is a magnetized needle stuck through a cork floating in a pan of water, which probably accounts for the fact that he's a hundred miles or so off his usual course and, apparently hopelessly lost.

But no sooner do I decide that Mr. C is lost, than he reaches the same conclusion himself. Bless his heart. He begins flying a triangular pattern to the left, two minutes on each leg, which is an internationally recognized MAYDAY signal for aircraft not equipped with radio or with radio inoperative. I'm surprised Mr. C even knows about it. And all the time, I'm sitting there wishing he had a radio so I could call him up and say "I told you so." You know me, I'm as vindictive as the next guy.

But the "I told you so's" will have to wait for a while. Right now my problem is to help Mr. C get out of the pickle he got himself into without my help. I call up our flight service station on the airport at Barrow and get Harry Humperdink, who is Herman's twin brother, believe it or not, and is also a bachelor, which can't be all that great a life in Barrow given the girl situation up there and all.

I read Harry in on our problem—or rather Mr. C's problem—and ask if there is anyone at the airport who could fly out and lead the old gentleman home. He says we're in luck because the crew of an Eskimo Airlines DC-3 was just in for a weather briefing, filed a flight plan for Nome, and is on the runway waiting to take off.

So I get Harry to patch me through to the DC-3 and give the pilot a rundown on the situation. Eskimo Airlines isn't an airline really but a commercial operator of sorts which hauls whale blubber and such between Nome and various cities in Alaska. It's a pretty marginal operation from a financial standpoint, and all the time I'm talking I can almost hear the wheels going around in the pilot's head as he computes how much fuel this is going to cost him.

The pilot—a fellow named Rodney Wingover—turns out *not* to be one of Alaska's greatest humanitarians. He reads me his company's profit and loss statements for the past five years and says the cost of the extra fuel will put his firm in the red again this year. I tell him he can charge the extra fuel to my Bank-Alaska credit card and give him the number, and he seems happier, although I know that he knows what Bank-Alaska will do with the bill.

Anyway, the whole rescue mission goes like a piece of cake and hardly justifies writing up a flight assist or "save," as we call them, except for the fact that I'm up for promotion. I give the DC-3 a radar vector to where Mr. C is still flying that triangular distress pattern, and I must admit that the way he's cutting those 120 degree turns is a thing of beauty to watch and shows that Mr. C hasn't lost all of the skill which made him, in his day, one of the best bush pilots in the north. The DC-3 pilot calls in once about 20 minutes out of Barrow to say that he's burning even more fuel than anticipated because of strong headwinds and I tell him don't worry as Bank-Alaska will take care of it. Then he calls again about 30 minutes out to say he has Mr. C in sight. In fact, he says, you can't miss him because of that bright red light on the front of his aircraft which is a rather recent addition, by the way, and shows that Mr. C is not entirely resistant to technological advances.

The DC-3 leads Mr. C to Barrow, where he lands and gets a weather briefing from the FSS people and also (probably for the first time in his life) files a flight plan which I understand has to be seen to be believed. I ask Harry Humperdink to ask Mr. C to stop by the center on his way south as I want to talk to him about the importance of sound preflight planning, among other things, but Harry comes back on and Says Mr. C can't spare the time as he's already way behind schedule.

So I'm more than just a little surprised when I come off a coffee break about a half an hour later and hear the sound of approaching bells, which means Mr. C is coming by after all. That's one thing about Mr. C. You can hear those darn bells. He calls them his aural collision-avoidance system and wants to know why FAA doesn't require them on all aircraft, which is a question I've never been able to answer to his complete satisfaction.

I leave Herman to watch the radar and run out to the parking lot just as Mr. C. gets there. He doesn't land actually but makes a low, slow pass and drops a package containing presents for the wife and kids as well as something of a spiritual nature for old Dad. Then he gives me a big wave and flies off to the south, and he's really moving.

I stand there for a long time watching the sky after he's gone, and the feeling of admiration I have for the man is tempered only by the fear that he'll kill himself some day flying that Wright Brothers reject of his. Still, I know there's nothing I can do about it. In fact, I don't believe I would do anything if I could. This Christmas Eve flight of Mr. C's is "his thing," as the kids say now, and I would be the last one in the world to stop a guy from doing his thing.

—By John Leyden

Women Pilots Learn the Ropes

A busman's holiday was enjoyed recently by Hazel McKendrick Jones, international treasurer of the 99s, when she attended the Dallas-Fort Worth ARTCC's "Operation Raincheck," for Mrs. Jones is a retired FAAer who spent most of her 27 years as a specialist and training officer at the Dallas FSS. Her achievements in this work earned her DOT's Award for Meritorious Service just prior to her retirement.

Several other women pilot-celebrities joined Mrs. Jones in the class. Among these were Helen Wilke and Cathy Long, second place winners in the 1974 Powder Puff Derby; Pat Jetton, owner of a flight school at Addison Airport and a former member of the Women's Advisory Committee on Aviation; Jackie Kirby, president of the Women's National Aeronautics Association; Doris Fuller, who placed fourth in the recent Angel Derby; and several members of the Dallas Redbird Chapter of the 99s.

Operation Raincheck is a continuing program for area instrument-rated pilots, here administered by the Fort Worth Center with the participation of personnel from the center, the Dallas-Fort Worth Tower, and the Dallas and Fort Worth FSSs and GADOs. Classes are held over a four-night period, three hours each.

The program includes a review of the airspace system, functions of the FSS, ARTCC and terminal radar approach control. Emergency procedures, airfiles, radio procedures, digitized radar procedures and conflict alert are also covered.

Hazel Jones is presented an Operation Raincheck completion certificate by Southwest Region Director Henry L. Newman. An official of the 99s and a former FAAer, Mrs. Jones was one of a troupe of 99s who took the course.

FACES and PLACES

TOP NOTCH—*Bernard A. Geier, chief of FS General Aviation Division, displays the National Flight Standards GADO of the Year Award for 1976 presented to Robert H. Lewis (at Geier's right), chief of the Fresno, Calif., GADO. Looking on are John L. Winder (left), chief of the GA Branch in Los Angeles, and William R. Kreiger, chief of the Western Region Flight Standards Division.*

BONUS FOR A VINTAGE BOND—*34 years ago, Loretta McMillan bought a War Bond. This year, it netted a free Savings Bond in the Central Region's oldest-bond contest, which Region Director C. R. (Tex) Melugin presented. The region had an 87 percent participation in this year's Savings Bond drive.*

A HEALTHY CLUB—*Fan Pomfrey, secretary at the Richmond, Va., Tower, was presented a certificate of membership in the ultra-exclusive 3,000-Hour Sick Leave Club by Eastern Region Director William Morgan. After more than 30 years, Ms. Pomfrey is enjoying the thought of a year and a half's sick leave credit for retirement.*

SAFETY PROMOTER—*Rep. Dale Milford (Tex) was presented a golden "safety pin" by Southwest Region Director Henry L. Newman (left) for his efforts in promoting aviation safety.*

A RARE WINE—*Instructing a blind 12-year-old girl in the Braille musical alphabet is Evelyn Wine (right) of the Roanoke, Va., AF Sector Office. She has 20 handicapped children she teaches music to, using teaching aids borrowed from the Library of Congress and materials purchased with her own money.*

A CORNERSTONE IN THE OFFING—*NAFEC Director Robert L. Faith (left) and Rep. William Hughes (NJ) announced that Congress has approved the construction of a $40 million technical and administrative complex at the center. It will replace some 30 wooden structures.*

GOOD SIGNALS—*Administrator John L. McLucas presents a plaque to James M. Davis (left), chief of the headquarters Communications Control Center, for the center's outstanding efforts in support of the agency's efforts in handling a recent airline hijacking attempt.*

OUTSTANDING—*Jo Anna Gardner, chief of the Registrar Unit at the FAA Academy receives a jumbo certificate as Outstanding Handicapped Oklahoma Citian for 1976 from Oklahoma City Mayor Patience Latting (left) and George Lewis, chairman of the Mayor's Committee on Employment of the Handicapped.*

A PRO IN THE FAMILY—*Jim Smith, son of Winnie Smith of the Western Region Employment Branch, was drafted by the Baltimore Orioles last summer and is playing on their farm team in West Virginia. For both of his years playing with the Kenai Peninsula Oilers, Alaska, he was voted their most-valuable player.*

PROBLEM SOLVERS—*Representatives from Wilberforce University, Trans World Airlines, the Dayton, Ohio, Urban League and the Dayton FSS visited the Great Lakes Regional Office to discuss the ATC co-op program at Wilberforce. Present were (left to right) Dick Cibak, AT operations specialist; Gill Hall, Cox Airport; Bennie McRae, ATCS; Gill Feldman, personnel management specialist; Sandra Southerland, personnel staffing assistant; Bob Harris, Urban League; Jim Dermody, GL Executive Officer; Gay Smith, chief of EEO section, Personnel; Willie Baker, emergency plans officer; George DeLoach, Wilberforce; Lloyd Wells, Wilberforce; Pete Peterson, chief of AT section, Personnel; and Bob Dixon, Great Lakes Region civil rights chief.*

MANAGING A TORRENT OF WORDS

Automating secretarial functions speeds the flow of paperwork at lower cost

"Word Processing" doesn't sound drastic or exciting. In fact, it sounds like it was coined by a bureaucrat with an unusually keen sense of the bland. But hidden within that term lies a revolutionary concept that promises to alter the traditional boss-personal secretary-typewriter approach to office paperwork.

And, for those increasing numbers of people who regard the traditional arrangement as an expensive and inefficient antique, word processing is an idea whose time is long overdue.

Well, what is word processing? It's the automation of secretarial functions in handling correspondence—anything from a single-page letter to a report or even a large publication. It makes use of automatic equipment, specially trained personnel and procedures that increase the productivity of an office.

The input devices for a centralized paperwork operation consist of the whole range of dictation systems—portable cassette tape recorders; desktop cassette, belt or disc recorders; endless-loop consoles, which are recorders with non-removable tapes; and centralized cassette recording systems using telephone input. These are used by originators, and the recordings are transcribed by a specially trained transcriptionist.

Special typing terminals are used to record each keystroke, which can be recalled from magnetic storage for future repetitive automatic typing or for excerpting and resequencing specific paragraphs, lines or pages into tailored documents.

These output devices fall into three categories. The simplest is the text-editing unit that uses magnetic cards, tapes or paper tapes for storage. It is limited to handling one-line of correction at a time. For this reason, it is used mostly for repetitive typing jobs. Text editing units are the cheapest on the market.

The second category is the limited text-editing units. These systems can handle more complex revisions—such as a whole page at a time with unlimited corrections—because they use dual media: two cassette tapes, two magnetic cards or two magnetic discs. A video version of these units permits instant visualization of the copy for easy correction.

The third category and most sophisticated one makes use of computers. These systems can use mini-computers (shared-logic systems) or large-scale administrative computers. A mini-computer can handle two to 32 typing stations or printers, can reformat copy, provide typesetting instructions, be programmed for style and dictionary functions and have a video component for instant readout. Computer time-share systems make use of a full-size computer, for which the number of typing or printing terminals is unlimited. Both systems require large volumes of complex typing to prove cost beneficial.

The text-editing and limited text-editing terminals are serviced by 150-500-words-per-minute printers, which provide clean copy for correspondence and reproduction. In addition to these, the computerized systems accommodate line printers that can reach speeds of 3,000 lines per minute, but the quality is not up to that of the slower units.

Since July 1975, Southern Region headquarters has been using this new approach to paperwork management; NAFEC has instituted a word-processing center, which is solely responsible for publication of NAS documentation; the Western Region has phased in a nine-position center that uses a shared-logic system; Great Lakes has a small staff in a center that has increased productivity because of correspondence standardization; the Alaskan Region is converting its typing pool to a word-processing center; Rocky Mountain is conducting a feasibility study on the subject; and the Southwest Region is in the process of selecting equipment and personnel for its center. Other regions are looking into the use of automatic equipment, too.

The Southern Region's decision to try out the word-processing concept was prompted largely by management's concern about its rapidly escalating payroll and other costs for the production of typed documents. Its payroll costs alone were nearing $1 million annually. At the same time, paperwork demands were increasing.

Against this background, Harold Robertson, chief of Southern's Management Systems Division, commissioned a word-processing center feasibility study to be conducted by the National Archives and Records Service (NARS). His staff also began making visits to businesses and other government agencies and talked to consultants and equipment suppliers in the field.

Some of the crew in the Southern Region's new Word Processing Center (l-r): Harold Robertson, chief of the Management Systems Division; Catherine Barker, chief of the Word Processing Branch; Executive Officer Seymour Oberlander; and word-processing oeprators Peggy Hunt (seated), Phyllis Thames, Lyndell Little and Mary Beth Smith.

"Everyone encouraged us to 'try it, you'll like it'," Robertson noted, "but we were still very cautious. We wanted to be darn sure it would be worth the trouble."

The NARS report indicated that a center would be justified and predicted four hard-to-pass-up benefits:

- The region would be able to shift 10 to 20 clerical positions to meet other staffing needs without anyone losing a job.
- Most of the volume and type of paperwork done in the RO would be handled more efficiently and with a substantial improvement in its quality.
- The costs of originating correspondence would be reduced by almost $140,000 annually by the installation of a centralized dictation system connected to the word processing center.
- The center's expensive equipment could be utilized at nearly maximum capacity.

Believing that a word-processing center could be the breakthrough that the region needed, Region Director Philip Swatek authorized a trial operation limited to Executive Staff offices. This meant that most kinds of letters, memos, forms, reports and all sorts of repetitive-typing projects originated by Logistics, Personnel Management, Air Transportation Security and Management Systems would be handled by the new center.

Each potential user of word-processing services was given a full day of dictation training and a user's guide and was instructed on how the center could best meet individual requirements. Using briefings and demonstrations, Robertson and his staff made word processing well known. "We anticipated some apprehension and skepticism but felt that if we could show marked improvements in productivity, it would win quick acceptance," said Robertson.

The center was set up as a branch of Management Systems with seven correspondence specialists, an editor and a supervisor. Each specialist received training in all of the new equipment, and a career-progression plan was prepared for each position. For the bright secretaries who would be liberated from their routine chores, it presented an opportunity for additional administrative duties or training for new occupations.

Positions for the new center were contributed by the participating offices. In return for each position, the office was promised nearly three person-years of work annually. The nine-person staff has been serving 110 paperwork originators, but this number will grow as the Air Traffic Division begins to participate.

For the staffers in the originating offices, dictation training for phoning

WHY WORD PROCESSING?

WORK COMPARISON	Southern Region Before WP	Under WP
Typing Rate (lines per hour)	56.0	189.0
Typing Workload (employee-years)	12.2*	8.0**
Original Dictation (percent)	18.3	64.0
Job completion (average hours)	unknown	2.5
Annual Operating Cost (in thousands)	$133.9*	$123.6

*Adjusted for workload increases of 2.42 employee-years and $27,200.
**Includes two managers.

BENEFITS OF WORD PROCESSING

	Southern Region Annual Savings Employee-Years	Dollars (in thousands)
Overall Savings in Typing	1.73	$19.4
Typing Workload Increase	2.42	27.2
Original Dictation Savings	2.45	59.7
Elimination of Southern Regional Office Receptionist Duties	0.74	7.0
Total Savings	7.34	$113.3

in their paperwork to the central dictation system of the center would greatly increase productivity. According to NARS studies, a longhand draft takes four and a half times longer to complete than dictating the same material. Also, since the turn-around time for most dictation projects would be under three hours, a document that had been proofed for spelling, punctuation and other errors and typed would be prepared in the correct format in a very short time.

Let's look at the process. At 8:30 a.m., let's say an assignment is made to prepare a briefing paper. A staffer has an outline and notes prepared by 8:45. Under the old system, one person might make a longhand draft of some 60 lines by 9:45 or a brief dictated to a secretary for typing a draft by 9:05. On the other hand, a brief could be dictated to the central dictating facility in the Word Processing Center by telephone by 8:55.

By 9:30, that draft has been typed, but it's 10:20 before the secretary has typed her shorthand notes, and it's 11:00 before the completion of typing of the longhand draft.

The longhand crew now has a lunch break, but it's still morning for the others. The shorthand secretary has gotten back the revisions for retyping before going to lunch at 11:00. In the Word Processing Center, the revisions have been made and the draft ready for retype by 10:10. By 10:30, the center has completed the final typing and returned the briefing paper to the originator.

After lunch, the longhand revisions have been made by 12:30 and the final typing delivered by 2:00, while the shorthand secretary finished the final typing by 1:00.

In this example, the word-processing operation saved 2½ hours over the normally-considered-efficient dictation method and 3½ hours over longhand drafting. The tables accompanying this article translate such savings for the Southern Region into actual dollars and staffing savings.

After a little more than a year's operation, Robertson is proud of the success of the Southern Region's center. "We are able to handle most problems with a minimum of difficulty, and our productivity is increasing steadily," he said. "Most people really appreciate the center, although some admit to missing the old boss-secretary-typewriter relationship just a little."

Adding to that sense of accomplishment are Awards of Special Merit plaques presented to him and three of his staff recently by the National Capital Chapter of the Association of Records Managers and Administrators. The three staffers are Martha Greenway, Meredith Clark and Catherine Barker. The awards recognized their role in establishing the first centralized word-processing activity in the Department of Transportation and its positive effect on productivity.

Productivity, dollar costs, time . . . these are the concerns of all business activity, and word processing addresses them all.

—By Brenda Hull

SMALL WORLD

THIS WAS THE YEAR THAT WAS. . . . Since 1976 is about to end, this is our last chance to tell a story relating to the 50th anniversaries of FAA and commercial aviation, both of which were celebrated this year. The story is about a 1926 airline pilot who got lost on a flight from New York to Cleveland because a load of metal objects had deflected his compass. He landed in a Connecticut field, thinking that Long Island Sound was Lake Erie, and shouted to a nearby farmer: "Where's Cleveland?" The farmer looked puzzled for a minute but then shouted back over the roar of the engine: "Cleveland's dead. Coolidge is President now."

A POLISH JOKE.. . . It's getting so you can't trust anyone anymore. Not long ago, the day crew at the Ann Arbor, Mich., tower left two Polish sausages behind in the communal refrigerator when it went off duty. The next day, only one sausage was still there, along with this note from someone on the night shift: "At 10:30 last night, this 'Polish Hotdog' and his accomplice broke out of the refrigerator and savagely attacked me. After a brutal struggle, I succeeded in subduing my assailants. Unfortunately, one attacker was critically injured and had to be 'put away'." Some people might scoff at this explanation but not "Small World." In our day, we've been attacked by Polish sausages, Swedish meatballs, Mexican enchalidas and a variety of other exotic foods. Just last week, we were left for dead by an Italian pizza with everything.

A WORD TO THE WISE.. . . The best way for pilots to avoid accidents is to do their flying right after breakfast in early spring or late fall, avoid certain states like the plague and don't relax until you've been in the air for at least 60 minutes. That's the conclusion that can be drawn from the work of FAA medical researcher, Dr. Charles Booze, Jr., of CAMI, who studied the circumstances of nearly 4,500 general-aviation accidents that occurred in 1974. Dr. Booze found that 85 percent of all accidents occur between 9 in the morning and 9 at night; that April through September are the peak accident months; that Alaska, Arkansas, Idaho, Nevada, New Mexico, West Virginia and Wyoming all had at least double the expected accident rates; and that 55 percent of all accidents occur within one hour after takeoff. Dr. Booze might argue with our interpretation of his statistics but then he's entitled to his opinion too.

FEDERAL NOTEBOOK

IT HAPPENS EVERY JANUARY
Besides W-2 forms, you get health insurance premium increases. This time, however, while Blue Cross-Blue Shield raised its high-self 8.3 percent and its high-family 7.5 percent, Aetna dropped its rates 7.9 and 22 percent, respectively, because of better than expected claims experience the past year. Most other plans had premium increases. For 1977, the government's share averages 60 percent of the premium, but does not exceed 75 percent of any individual rate. Benefit changes have been minimized for 1977. Most are improved, but the Blues have reduced coverage of outpatient charges, increased the low-option supplemental benefits deductible and total payable before full coverage and eliminated the carryover supplemental benefits deductible.

BID FOR GRADE LID
In the waning days of the 94th Congress, Rep. Les Aspin (Wis) proposed that Congress vote a ceiling for each of the 18 GS pay grades to halt grade creep. Present practices, he pointed out, place a lid on total employment or total agency staffing, but they could all be promoted to GS-18. Aspin emphasized that not all grade increases were unwarranted because some jobs now demand substantially greater professional and technical skills than in the past. However, "that only explains and justifies a fraction of the increases we have witnessed," he said. He'll have to pursue the idea in the next Congress.

VET POINTS FADE OUT
A new law has eliminated the five-point veterans preference for those who entered military service after October 15, 1976, except those involved in a conflict or campaign certified by DOD. Ten-point preference for disabled veterans is preserved, however.

THE PENSION SCENE
A limited test of a new system for optional direct deposit of Civil Service retirement checks into banks has been begun. To participate, annuitants had to wait until they received notification enclosed with their checks that the test had begun in their state. The voluntary system is called electronic funds transfer. ■ A new law that will take effect in 1979 will preclude double-dipping of all retirees--Federal and private --into unemployment compensation. It will force the states to reduce unemployment payments to retirees by the amount of the pension, which in many cases will mean no unemployment benefits. ■ Rep. Patricia Schroeder (Colo) plans to introduce legislation in the next Congress that would permit a divorced wife of a Federal retiree to collect a portion of his annuity if she had been married to him at least 20 years. Her bill would give the divorcee a prorated share of the annuity based on the number of years of marriage over the number of years of creditable Federal service. The purpose is to provide protection for these women who often have no job experience and no retirement protection.

RULES ON COURT LEAVE
Under PL 94-310, Federal employees may be granted court leave to appear as non-official witnesses for private parties when the U.S., the District of Columbia or a state or local government is a party to the proceedings. Official appearances are considered duty status.

This news is based on information from non-FAA publications and does not reflect FAA policy or opinions.

Long-Term Training

If you always wanted to be a Harvard man, a Princeton woman or an MIT scientist, there's still a chance. . . . If you have an interest you want to pursue—maybe in economics, political science or even transportation—perhaps now is the time to apply for one of the agency's long-term training programs, which are usually announced each August for the following year.

One of five major programs may be just what you're looking for.

All of these long-term programs—Education for Public Management (EPM), Education for Federal Officials at Mid-Career, Air War College, Industrial College of the Armed Forces (ICAF) and Air Transportation Systems Specialist (ATSS)—are conducted at universities around the country and require full-time attendance for about one year.

Only one candidate is selected each year for the Education for Federal Officials at Mid-Career, the Air War College and the ICAF. However, in 1976 four candidates graduated from the EPM program and six from ATSS.

Although the various programs concentrate on a particular specialty, they all offer a flexible curriculum. The candidates selected are not just being sent to school to help their careers but are being given an opportunity to broaden their horizons and increase their value to the agency.

According to Kenneth Lauterstein of FAA's Office of Aviation System Plans, and a graduate of EPM, the programs are not designed to get a participant a degree or a promotion. By law, the agency is prohibited from financing an employee's degree.

Berkeley campus, University of California
Courtesy Rapho Guillumette Pictures

EXPANDING PERSPECTIVES AND HORIZONS

"The programs are simply meant to let the participant take courses that will enrich their careers," Lauterstein said. Still, the fact is that graduates of the education programs do tend to be promoted. Two of the four who successfully completed the Education for Public Management program last spring already have been promoted from GS-13 to GS-14.

In addition, five of the six employees who went through the ATSS program in 1976 have received promotions.

Stephen Alvania is typical of these. He was upped from a GS-12 ATC specialist at Dulles Tower to a GS-13 (with a GS-14 potential) planning specialist in the Great Lakes Regional Office.

"I got an extremely good look at the transportation system as a whole," Alvania reported enthusiastically. "But more important," he added, "this experience had a tremendous impact on my attitude. Before I took this course, I was facility oriented. Now, I'm agency oriented. My new perspective is: How will something affect the agency as a whole, how can an idea be used throughout the agency?"

Bennet Flax, a 1975 ATSS graduate, also emphasized that the program was not degree or promotion oriented. Still, he said, he received 12 job offers after he graduated. He also was promoted from his job as a mathematician at NAFEC to his present position as a policy analyst at Headquarters.

He added that he and his fellow ATSS participants did, in fact, receive master degrees for their work. "As long as you're going out there, you might as well get a degree; it doesn't take any extra time," he said.

Two 1966 graduates of the ATSS program, Don Geoffrion (left) and Robert Paullin, study flight control problems on an SST model. Geoffrion is now DOT Secrep in Atlanta, while Paullin is chief of DOT's R&D Resources Management Division, Office of R&D Plans and Resources.

Also receiving a degree and a promotion after graduating from the ATSS program was Viana Briscoe. She was a GS-11 computer programmer and is now a GS-12 operations research analyst in the Office of Systems Engineering Management. She believes that the long-term training programs should be given more publicity, particularly among women.

Edwin Harris, chief of the Data Services Division of the Aeronuatical Center and an Air War College graduate, felt his long-term training "had to be a factor in the promotion I received less than a year after completing the program. Regardless, Harris said, "Just being selected for the program was a great honor."

To be sure, being selected is a distinction for the employee. Let's face it: Few spaces are available, and the competition is tough. Beginning this year, merit promotion procedures are being used to select candidates for the various long-term training programs.

Under this system, the first factor considered is experience, which accounts for 30 percent of a candidate's total score.

Diversity of experience as well as diversity of locations—Headquarters, regional office or field assignment—are desirable and increase the candidate's score. Other factors considered include: performance awards and commendations (10 percent); recommendations and nominating statements (10 percent); self-development / outside activity—furthering formal education or community leadership (15 percent); academic achievement (15 percent);

and career potential—an applicant's career goals and reasons for desiring the training (20 percent).

These factors are used by the region to recommend candidates and then by the Long Term Training Committee—made up of high-level agency officials—in recommending selections to the Administrator.

After selection, one thing that seems to impress candidates is that all the programs, even those given by the military, do in fact offer a flexible curriculum.

This is particularly helpful to professional employees, since it gives them a chance to expand their horizons as well as learn.

The EPM course, for instance, is organized around a core program—such as international relations or innovations in government—and a general studies program. The participants attend universities, such as MIT, Harvard and Virginia, where they are free to take virtually any graduate course that fits into their program.

Typical of this group is 1976 graduate Quentin Gates. He attended the Massachusetts Institute of Technology and got what he considers a first-rate education. However, he was given so much leeway in selecting his courses that he feels he could have used some advice in picking his courses from others who had taken the program before him. A little career counseling would have helped him dovetail his education with his career goals.

ATSS, according to Flax, is a particularly flexible program. Although its primary goal is supplementing technical competence with transportation and systems-analysis techniques, the program "gives you a lot of room to take things outside the transportation-engineering department," he said.

A 1974 graduate of the Princeton program for Federal Officials at Mid-Career and currently the Deputy Director of the Office of Personnel and Training, Donald B. Rock calls the Princeton experience "a very open program." Although he took the majority of his courses in his major field of interest, economics, Rock said there were few restrictions on what he could take.

While it may seem from their names that the Air War College and Industrial College of the Armed Forces are defense-oriented programs, they actually stress preparation of both military and civilian officials for high-level command and decision-making positions. ICAF, at Fort Lesley J. McNair in Washington, D.C., emphasizes the economic, social, political, technological and military aspects of national security management. The Air War College divides its curriculum into four phases: national security, management, strategy and national security issues. Although there is a mandatory lecture daily, most of the academic courses are seminars, and students are allowed to choose elective courses in areas such as management, decision making, problem analysis, budget formulation and other defense-oriented topics.

Now, let's take a look at student adjustment to the education experience. This is as variable as the courses themselves. Some students had no trouble returning to school. This was particularly true of those who only recently completed their college work. On the other hand, some who had been out of school for many years, like Rock, found that "the complete change of pace at Princeton" took some getting used to.

Other students found their difficult period of adjustment came after the training was over, and they had to return to the sometimes humdrum routine of workaday life.

Financially, long-term training works pretty well for the participants. Although specific allowances to move their households and families is not included in the education package, candidates selected for the program are on temporary-duty status while attending classes. They collect—in addition to their salaries—a $25 per diem, transportation to and from classes and parking fees. All the students we talked to said this adequately took care of moving their families to the university locations.

Generally, most of the participants applied for these programs as a way to further their careers, but each was surprised at how much the program did to change his perspective and enlarge his horizons.

—By Theodore Maher

Mental Minute Answers

from page 7

For one die, the probability that it will be a "six" is 1/6. Therefore, the probability that it will not be a "six" is 5/6. The probability that each of the two dice will not be a "six" is $5/6 \times 5/6 = 25/36$.

Therefore, the probability that at least one *will* be a "six" is $1 - 25/36 = 11/36$.

The time to the second after each hour, other than 12:00, that the hour and minute hands coincide can be computed as follows, where "n" is the particular hour being considered:

$t = 12/11\ (3600n) - 3600n = 3600n/11$.

For example, the hands will coincide for the two o'clock hour at:

$12/11\ (3600 \times 2) - 3600 \times 2$ . . . or

$3600 \times 2 \div 11 = 654.5$ seconds . . or at 2:10:55.

For those readers who are interested in the derivation of the above formula, write: Mental Minute, APA-330, 800 Independence Ave. SW, Washington, D.C. 20591.

Simulating an attack on a woman in a lonely corridor are Winnie Manabe and Solomon Espinda of Pacific-Asia's Logistics Division.

On Your Guard

It's better to be safe instead of sorry when it comes to personal safety. Whether man or woman, you should be aware of precautions and defense measures to thwart thieves and muggers.

The General Services Administration is conducting "Women Alert," a program to avert attacks on female Federal employees. The following are excerpts from a GSA leaflet—"Be Safe Not Sorry"—and another pamphlet—"Safety on the Streets." The latter is available from the Women's Department, National Safety Council, 425 N. Michigan Ave., Chicago, Ill. 60611.

AN OUNCE OF PREVENTION

While Walking

- Walk on well-lighted streets with plenty of traffic. Avoid shortcuts.
- Stay in the middle of the sidewalk.
- Hold your purse securely under your arm, latch facing in.
- Be prepared to run if followed.
- If you think you are being followed, walk into a store or police station.
- If threatened from a car, run in the opposite direction from which it faces.
- Board public transportation from a well-lighted area.
- Sit near the driver if possible.

While Driving

- Look inside before entering your car; an intruder may be crouching inside.
- Keep windows rolled up and doors locked in city traffic.
- If your car breaks down, raise the hood, then sit in the car with the doors locked and windows up.
- If followed, blow your horn repeatedly to attract attention.
- Ask anyone who offers assistance to call the police without getting out of your car.
- Drive on well-lighted streets.

At Work

- Never use the stairs if you can avoid doing so.
- If you must work late at night, alert the Federal Protective Officer.
- Report suspicious people or actions that take place in your building to your supervisor and building police office.
- Never leave your keys or valuables in your coat pocket.
- Don't leave your purse on top of or under your desk. It should be kept in a locker or a locked desk or filing cabinet.
- Use discretion in revealing your personal plans to other people at work.
- Take someone along with you if you must go to the basement parking area.

IF YOU ARE ATTACKED

- Scream as loud as you can.
- Strike back fast, aim for vital parts.
- Scratch across the face with a key or fingernail file.
- Rack temple, nose and Adam's apple with purse or book.
- Jab knee into groin, kick shins or stomp down on instep.
- If choked from rear, grab a little finger and bend back sharply.
- Poke an umbrella or comb into midriff.

San Francisco GSA security officer Mary Hardey and Sgt. Robert Twining of GSA's Honolulu Federal Protective Service Division demonstrate counter measures (left to right): breaking a front choke by locking hands and thrusting upward; stomping on the instep with the heel; a kick to kneecap or groin; breaking a rear choke by snapping the mugger's ring finger or pinky backwards.

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Periodically, FAA WORLD finds out it has some sharp-eyed readers, particularly when we make a mistake. As the saying goes, doctors bury their mistakes, we print ours. Last month's cover of the crowds at the Wright-Patterson AFB Museum drew the attention of Wayne C. Jacox, assistant chief of the Flight Standards Service Evaluation Staff. It was the propellers on the C-47 . . . they had the wrong pitch—the leading edges were where the trailing edges should be. He was right; we had flopped the photo left for right, but it was no accident. It was necessary to place the focus of attention—the crowds of visitors—on the front cover.