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Anniversary**

**FAA
WORLD**

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FAA born with the jet age.



Twenty years ago this month, on Aug. 23, 1958, Dwight D. Eisenhower, the only President ever to have held a private pilot's license, signed the Federal Aviation Act into law. This act, which still serves as FAA's legislative charter, was the crowning achievement of Eisenhower's aviation policy; its passage was, and remains today, the central political event in U.S. civil aviation history since the end of World War II.

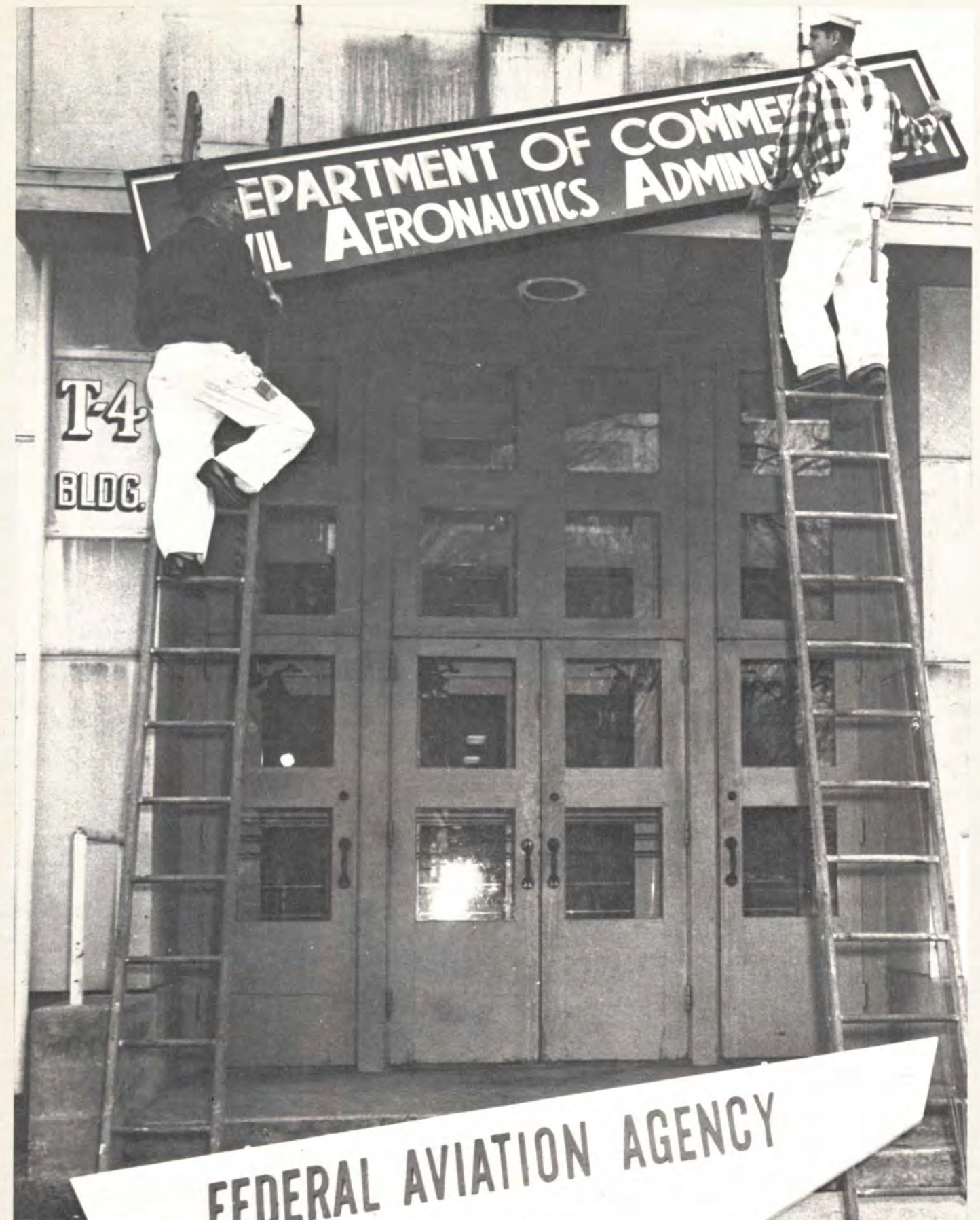
Eisenhower had taken office in 1953, the golden anniversary year of powered flight. In the 50 years since the Wright Brothers first flew, the airplane had been transformed from an object of curiosity to a major transportation vehicle. But aviation's very success had brought with it a host of nagging problems, all of which could be traced to one common source: a weak and divided bureaucracy that could not keep pace with the increasing sophistication of a runaway aviation technology.

Of all the difficult tasks facing the Civil Aeronautics Administration (CAA), the organization charged with managing the nation's civil airways, none was more compelling than creating a modern, common system of air navigation and air traffic control to serve both civil and military aviation. Virtually everyone agreed that the existing system, based on the technology of the 1930s, was inadequate.

"Every time anyone of us either flies his own airplane or gets on an airline, he is going into an air situation that is inefficiently instrumented and controlled . . .," Najeeb E. Halaby said in describing the shortcomings of the existing system before a Congressional committee. Halaby, who was later to become the second FAA Administrator, added, "Airplanes are going so fast now that there literally is not time, even though they see each other as much as a mile or so away, to avoid each other. It is just not physically possible."

The changing scene: The CAA sign comes down in 1958 from a temporary building that became one of the Federal Aviation Agency's headquarters buildings on the mall. Now the site is Constitution Gardens.

Courtesy of AOPA Pilot



Halaby was speaking in 1956. That same year an event took place that portended more difficulties for the outmoded airways: the unveiling of the Boeing 707 jet prototype. Not only would this aircraft exacerbate such problems as undersized runways and overcrowded terminals but it would also, with its increasing speed, strain the existing airway system as it had never been strained before.

If, as Halaby and others contended, the system was incapable of handling propeller-driven transports, how would it handle the faster jets, which would soon share the same airspace with slower aircraft of an earlier vintage? The coming jet age represented the ultimate challenge for the CAA and the airway system.

Harnessing the technology to modernize the aging airways was difficult enough, but it was infinitely easier than resolving questions of policy. "The toughest problems are not technical or scientific or mathematical," said Sam Saint, an authority on air navigation, but "a maze of unresolved differences on operational philosophy."

These differences could not be resolved because authority and responsibility within the Federal structure were so diffused among competing civilian and military interest groups that the CAA could barely make its presence felt in governmental councils. And such interdepartmental policymaking groups as the Air Coordinating Committee and the Air Navigation Development Board, established to arrive at a Federal consensus, were often indecisive because their membership reflected the civil-military policy division.

"A lack of a central authority is at the 'root of the evil,'" noted a contemporary observer of the aviation scene. "The CAA, intended to be the operating



First Lady Mrs. Dwight D. Eisenhower inaugurated the commercial jet age when she christened Pan Am's first 707—the Clipper America—as Pan Am Board Chairman Juan T. Trippe looked on. Ten days later—on Oct. 26, 1958—Clipper America began North Atlantic jet service to Paris.

Courtesy of Pan American World Airways

agency, has had neither the leadership nor the clear-cut authority to act decisively." Thus, by 1956, the Federal aviation establishment was stalemated on such important questions as the allocation of airspace and the nature of the new airway system.

An attempt to resolve these and other long-standing policy issues had been undertaken by the Executive Office of the President in 1955. In May of that year, William B. Harding, a Wall Street broker with wide experience in aviation, was asked to conduct a review of aviation policy.

Harding found that the development of airports, airways and air traffic control systems lagged behind aeronautical developments. Progress had been hindered, Harding said, by a random, piecemeal approach to airway

development. He recommended that a long-range study of aviation facility needs be undertaken by the White House to formulate a fresh approach. He also recommended that this study look into, among other things, "what kind of government organization is required to control use of the airspace." Acting on Harding's recommendations, Eisenhower appointed Edward P. Curtis to head the long-range study on Feb. 10, 1956.

Harding had observed in his report that the airways had become so crowded and air traffic facilities so outmoded that the risk of midair collisions had reached "critical proportions." How critical these proportions were was tragically demonstrated on June 30, 1956, when two giant airliners collided over the Grand Canyon, killing 128 people in the

worst air disaster up to that time.

"How many more people will have to be killed in midair collisions before the government and the airline industry will take effective action to modernize the airways and the air traffic control system?" asked an editorial writer in a trade magazine.

Editorial commentaries at the time



Reproduced by permission of Reg Manning, Arizona Republic



Elwood R. Quesada (left), was sworn in on Nov. 5, 1958, as the first Administrator of the soon-to-be-born Federal Aviation Agency, as Pres. Dwight D. Eisenhower observed the ceremony.



Reproduced by permission of Chicago Daily News

The Grand Canyon crash hit Federal policymakers and the Congress with a sledgehammer-like impact; moreover, the tragedy served to point up and bolster the recommendations of the Curtis Board, which were submitted to Eisenhower in May 1957.

Curtis, warning that "a crisis [was] in the making" because of the inability of the airspace system to cope with the complex patterns of civil and military traffic, recommended the creation of two new agencies: (1) a temporary Airways Modernization Board responsible for developing and consolidating the requirements for future airway systems, and (2) a permanent Federal Aviation Agency, into which would be consolidated the CAA and the Airways Modernization Board and "all the essential management functions necessary to support the common needs of the military and civil aviation of the United States."

Congress, spurred by three major midair collisions in the winter and spring of 1958, acted swiftly. On Aug. 13, 1958, a year after having created the Airways Modernization Board, it passed and sent to the White House the Federal Aviation Act. The Act created the Federal Aviation Agency and, as Curtis had recommended, gave it sole responsibility for "the development and operation of a common system of air traffic control and navigation for both military and civil aircraft," and for the "control of the use of the navigable airspace of the United States and the regulation of both civil and military operations in such airspace . . ."

In signing the measure, Eisenhower liberated civil-aviation policy from the trammels of divided responsibility and authority and provided the nation's airways with a surer hand at the controls.

FEDERAL NOTEBOOK

PAY DOLDRUMS

The Senate has approved an appropriations resolution that will place a 5.5 percent cap on Federal raises this year. At this writing, the House was working on similar ceilings. What wasn't anticipated was that the same cap applies to blue-collar workers as well. ■ On top of this, the President is expected to introduce major pay reform legislation early next year. It's expected to ask for a geographic pay schedule for white-collar clerical and technical employees in grades 1 through 9, to eliminate the top two steps of the wage-grade system and to institute a total-compensation concept in which fringe benefits would be included in pay-raise computations.

SAVING SAVED GRADES

The confidence that the bill to protect grades affected by reorganization and reclassification would have smooth sailing was shaken by the unexpected resounding defeat of an early out bill for non-Indian BIA employees sent to the floor under Rules Committee clearance. As a result, the sponsor of the saved-grade bill, Rep. Robert Nix (Pa), chairman of the House Post Office and Civil Service Committee, has requested that the Rules Committee drop consideration of it. Instead, he got his committee's approval of the bill as an amendment to the Civil Service reform bill.

AMONG THE REFORM AMENDMENTS

The House Post Office and Civil Service Committee overwhelmingly approved a cutback in veterans' preference as part of the Civil Service reform bill. The amendment would cut hiring preference to 15 years for Vietnam-era veterans and

to eight years for others. The Senate Governmental Affairs Committee, however, refused to modify veterans' preference in its handling of the reform bill.

■ The House Post Office and Civil Service Committee, on the other hand, approved an amendment to strengthen whistleblower protections in the Civil Service reform bill (HR 11280). It would force agency heads to investigate complaints that allege mismanagement or legal improprieties and report the results to the special counsel of the proposed Merit Systems Protection Board. ■ After defeating an amendment to the Civil Service reform bill to include Hatch Act revisions, the House Post Office and Civil Service Committee reversed itself a day later. Administration and some union sentiment is against tying the two issues together, however.

A SAVING GRACE

When the Senate submerged its Civil Service Committee in the Governmental Affairs Committee last year, it was assumed that the House committee survived because its chairman, Robert Nix, was black. Now that Nix has lost his primary fight for re-election, it was feared his committee might demise. However, the chairman of the Democratic Caucus has said that there is no move contemplated to abolish the House Post Office and Civil Service Committee.

SO MUCH AND NO MORE

The General Accounting Office has ruled (B-191592) that the government cannot garnishee the pay or pensions of Federal employees to satisfy community property settlements in divorces, only alimony and child-support payments.

A Triumph of Perseverance



After studying English in night school for six months, Gerardo Rios studied radar fundamentals at El Paso International Airport. Shortly thereafter, he became chief of the Juarez, Mexico, tower. Photo by Lupe Silva

began his career in air traffic control with RAMSA (the Mexican counterpart of FAA) after graduation from the International Civil Aviation organization Air Traffic Control School in 1975.

When Rios first applied for the El Paso radar course, he was turned down because he could not speak English, the international language of aviation.

The course is conducted periodically as part of the El Paso tower's in-house training program for novice controllers, but as a gesture of friendship to our neighbors across the border, local FAA officials offered the course to Juarez controllers who could speak fluent English. Rios was not one of those.

Undaunted, on his own time and with his own money, he attended night school at El Paso Technical Evening High School for six months to become proficient in English. Then, also on his own time, he completed the two-week Radar Fundamentals and Control Techniques Course with flying colors.

Gerardo Rios is a determined individual, and determined individuals make their way in this world. So, it's no surprise to some that Rios was made chief of the Ciudad Juarez Airport tower in Mexico this past spring.

Determination and struggle against odds have always produced heroes in the eyes of Americans; it is no wonder then that the 21-year-old Rios is held in high esteem among his peers on the U.S. side of the border at the El Paso, Tex., tower.

Rios received a training certificate from El Paso tower chief Norman Scroggins in March upon the successful completion of a 40-hour Radar Fundamentals and Control Techniques Course, but the story of this journeyman controller from Mexico began nearly a year earlier when he first applied for the course.

Originally from Mexico City, Rios

WORD SEARCH

By Gary L. Johnson
ATCS, Chanute, Kan., FSS

Our puzzle this month is simply first names and nicknames. They read forward, backward, up, down and diagonally, are always in a straight line and never skip letters. The words may overlap, and letters may be used more than once, but nicknames are separate and not taken from the same letters making up a full name.

Use the word list if you must, but try covering it first. All 51 names can be found. Circle those you do find and cross them off the list. The name "Charles" has been circled to get you started. When you give up, the answers may be found on page 20.

AL	CLEO	HELEN
ALAN	DAVE	IVAN
ALBERT	DON	JACK
ANNA	DONALD	JEWELL
ARLEEN	EARL	JOHN
ARNOLD	EDWARD	KELLY
ART	ERIC	LANGHORNE
BARBRA	FRANKLIN	LAWRENCE
BARRY	GARY	LYNNE
BRUCE	GEORGE	MARVIN
CHAD	HAPPY	MAXINE
CHARLES	HAROLD	MAYNARD

P S U I D A H T H O M A S C D P J J H R
A W T U X T A B E E T O A M O P O I L E
U O A R Q U U F Q N O R M A N T H S A G
L A N G H O R N E Y O W U E B D N L O O
Z V D Y P T B A E G R O E G I L O E T R
O N W A I E C N E R W A L B A O H R E E
E O R S K N O H A O S F E T S N E I A T
Y H E L E N O R A Y D G Q C M R V N K A
Y P P A H Y V J I R A I A M L A A N N A
S L O B I L A J I A L R M A X I N E A E
O A W Y M C A Q E G K E A A V N C L E O
F R A N K L I N P W Z O S A E O E L A Y
R T S B I F N X E A E D F K E F W I J L
O E R N A V I A L E Q L D R A W D E E L
H A R O L D R T H A L O L M S A R M I E
G V T R E B L A L A N R A Z B T S G Y K
A W K A R A B T M A Y N A R D Z R I V T
A O R A G R Q R L L S O U N A I F A D A
L L B B Y R Z D Y N X C W B V D R D A L
B V G A T Y P C I R E G S P E L D A H C

NELLIE	RAY	THAD
NORMAN	ROGER	THOMAS
OSCAR	ROY	VANCE
PAUL	SAM	VIRGIL
RALPH	SAMUEL	XAVIER

THE NAKED TRUTH . . . Those of us in the Civil Service who dutifully fly tourist class in accordance with Government regulations got a brief glimpse of how the other half lives recently. The cat was let out of the bag, so to speak, on a National Airlines coast-to-coast flight when a "pretty, young blonde" wearing nothing but a smile burst from the first-class compartment and provided the "no-frills" crowd with a little unscheduled in-flight entertainment. For 15 minutes, she raced up and down the aisles of the DC-10 "whooping and waving a champagne bottle," until subdued by the flight attendants. She then was covered with a blanket and ushered back into first class, where God knows what was going on. One of these days, the editor of "Small World" is going to travel first class—at his own expense, of course. But he's going to leave his wife at home.

ALL SHOOK UP . . . The bad news for FAAers living and working in southern



California is that a Soviet scientist has predicted a huge earthquake for that part of the country in 1978 centered at Palmdale, where the agency has an air route traffic control center. The good news is that U.S. scientists don't agree with the Russian. The head of the U.S. Geological Survey team that has been studying the so-called "Palmdale Bulge" said: "Such a prediction would have no support in our organization. We've got to be very skeptical until we see the facts and, of course, in this case, we haven't." Those of us here at "Small World" firmly

believe that "our" scientists are smarter than "their" scientists, but we're going to hold off on that planned trip to Disneyland just in case.

LET ME MAKE THIS PERFECTLY CLEAR . . . FAA recently had the dubious distinction of making the *Washington Star's* "Gobbledygook" column, a daily feature devoted to Government documents that do serious injury to the English language. What caught the *Star's* attention was this statement in the report of the House hearings on the FAA appropriations: "I think many of the most important events in the FAA's history have happened in the past." We think the *Star* is being a bit unfair here. After all, Washingtonians have had their perspective of time severely warped by a professional football coach who kept assuring us that "the future is now" when his team's performance on the field clearly suggested that "the future was past." The coach has since taken his syntax elsewhere.

Developmental controller Walter Smith (left) trains at Sonoma County Airport under journeyman Ted Rydberg, who introduced Smith to his new career 15 years ago.

A Dream of Youth



You don't have to harken back to flying crates, barnstormers and emergency landings in pastures to stir youth's dreams of aviation. It's still happening.

On the grassy knolls of his father's farm outside of Santa Rosa, Calif., eight-year-old Walter S. Smith used to sprawl and watch aircraft pass overhead going to and from the local airport. His first trip to an airport was to the Sonoma County Airport at Santa Rosa in 1961 when he was 11, just to watch the takeoffs and landings. "No tower yet," Smith remembers, "just an old Air Force tower." The seed had been planted.

The next year, the Sonoma County Tower was opened, and Smith rode his bicycle the 10 miles to see it.

Then, fate took a hand. Controller Ted Rydberg and his family stopped by the

Smith farm to pick apples and berries. When Smith found out that Rydberg was from the tower, he talked his dad into taking him back for a visit.

"That was the month—September 1963," said Smith, "that I knew that I wanted to be a controller at Sonoma County."

With that dream uppermost in his mind, Smith took a job washing airplanes at the Santa Rosa airport in the summers of 1964, 1965 and 1966. Wasting no time, at the age of 16, he enrolled in a ground-school class taught by Keith Singleton, who later also became a controller at Sonoma County.

In the spring of 1967, he was hired as a gas boy by one of the Santa Rosa FBOs and that same year by the California Division of Forestry as a temporary fire fighter/rescue and air-tanker dispatcher.

The Marines took him in 1968, and he became a forward air controller in Viet Nam. After being wounded, he returned home and went to college.

Back at Sonoma County Airport, he was hired by Golden Pacific Airlines as an assistant station manager. During the fire season, he flew as co-pilot on an air tanker. He unsuccessfully took the air traffic controller exam in 1969.

By 1971, he had graduated Number One from the California State Police

Academy and was appointed personal bodyguard to then Gov. Ronald Reagan. In this position, he placed the governor in a jet and established the use of Piper Super Cubs for patrolling the state's aqueduct system.

When Governor Reagan left office, Smith was appointed an aide to a two-star general in the National Guard, attended the U.S. Army Flight School, where he became a Distinguished Graduate, and served as Air Field Commander for Camp Roberts.

But fulfillment wasn't to come until this year. As Smith himself says, "In April 1977, I joined the best organization in the world—FAA." Then, in January, he was assigned to the Sonoma County Tower—ironically, to train under Ted Rydberg!

As a postscript to the story, Walter Smith was instrumental in saving the life of two people in June. As a volunteer fireman, he and his brother, the fire chief, performed an emergency tracheotomy on a choking woman. About a week later, he administered first aid to a farmer who had been run over by his own tractor and harrow and fallen over an embankment.

By Barbara Abels

FACES and PLACES

A LONG WAY FROM HOME—Transportation Secretary Brock Adams chats with Pierre E. Collins of NAFEC's Air Traffic Systems Test Branch at the Aviation/Space Writers Assn. Annual News Conference in Atlanta, where NAFEC had an exhibit.



RETIREE HONORED—Deputy Administrator Quentin Taylor presents a plaque to James E. Carter (left), a finalist in the Federal Retiree of the Year competition sponsored by the National Assn. of Retired Federal Employees. He was cited for his contributions as chief of the Alaskan Region's AT Airspace and Procedures Branch and as a Civil Air Patrol wing commander until last year.
Photo by Merkle Press



GOODBYE GOONEY BIRD—The Northwest Region retired N-33, one of the diminishing fleet of DC-3s still working for FAA. Left to right, pilot Harley Howell, Seattle FIFO manager Ted Wilder, pilot John Pearsall and technician Forrest Spencer say goodbye to the 35-year-old friend, which has flown 23,690 hours for FAA.

GOOD IDEA!—Cartographic technician Bob Pardee of the Cleveland Center earned a suggestion award for using a plastic frequency collar around radar scopes at his facility.



BIG ON FLYING—Of 14 specialists in the Tallahassee, Fla., FSS, eight are pilots owning eight aircraft among them. With part of their fleet are (from the left) Leland Adams, Charles Colson, Ted Burns, John Burns, chief Bob Hayden (in vest), Walt Harper, Richard Arthur and Paul Duey.



IDEAS PAY—Eastern Regional Director William Morgan presents a letter of commendation to Andrews AFB radar unit supervisor Robert Walsh, who also netted \$880 as runner-up Suggestor of the Year. His idea was painting secondary radar antennas to prevent water build-up from causing corrosion of the RF antenna.



BIG MOMENT—The Irving Trust Co. recently presented a check for \$724,000 to the Atlantic County Improvement Authority as one payment in the financing of NAFEC's new \$50 million Technical and Administrative Headquarters complex. From the left are Rep. William Hughes (NJ), John Simons and Joseph Tockarshewsky of Irving Trust, ACIA chairman Albert Marks, NAFEC Director Robert Faith and J.W. Cochran, Associate Administrator for Engineering and Development.
Photo by Mike Ciccarelli



REVOLUTIONARY IDEA—When Administrator Langhorne Bond attended the New England Chiefs' Conference recently, Flight Standards Division chief Jack Sain presented him with a tricorn hat with the FAA seal and Air Traffic Division acting chief Bob Smith (right) gave him a book on the early days of the Revolution. Regional Director Robert Whittington is in foreground.

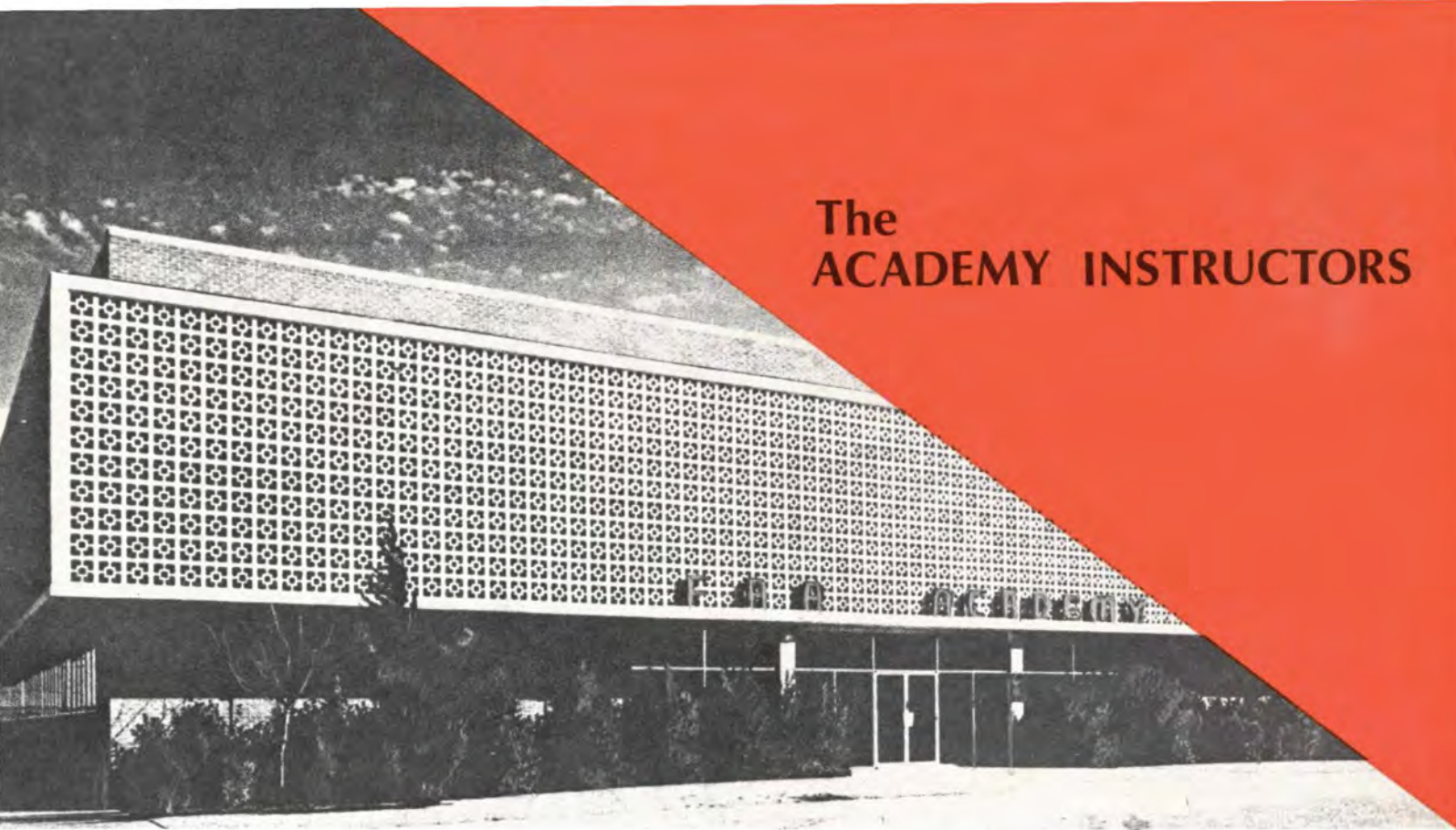


TOP HONOR A FIRST—New England Region's Engineering and Manufacturing Branch garnered the 1977 Flight Standards Field Office Award, the first time that type of unit has taken first place. Flight Standards Service Acting Director Joseph Ferrarese (left) presents the plaque to Engineering and Manufacturing Branch chief Lou Musacchio (center) and regional Flight Standards Division chief Jack Sain.

A REAL WINNER!—Los Angeles Center EPDS Dennis Ragle points out the center's advisory area during a 12-hour Operation Raincheck course. So well received have they been that six weeks after the weekend courses began, they were booked solid for five more months. They will continue as long as pilots enroll.



The ACADEMY INSTRUCTORS



...experience as an Academy instructor has been a career stepping-stone for many.

In a sense, the FAA Academy is a school within a school, for, in addition to providing the technical training for its students, it is a cradle of managerial development for its corps of instructors.

Sometimes referred to as "the agency's officer candidate school," the Academy is constantly recruiting to fill its instructor ranks, according to Academy Superintendent Benjamin Demps, Jr., and Assistant Superintendent Morris J. Friloux.

"When you realize that operation of the national airspace system requires a large cadre of expertly trained and prepared people," said Demps, "you see the necessity for an operation such as this. Most managers in the field, in centers and in Washington headquarters realize that our mission of serving the entire agency in its training needs is a most-necessary part of day-to-day operations."

The need for instructors becomes apparent when you consider that they teach more than 350 courses, training FAAers in air traffic control, flight standards, airway facilities, airports and logistics work, returning some 17,000 trained employees to their jobs in the field each year.

Demps, who, like Friloux, was an air traffic controller in a major en route

center before moving up the ranks in management, points out that experience as an Academy instructor has been a career stepping-stone for many.

"Two regional directors of FAA," said Friloux, "Bill Morgan and Merv Martin, of Eastern and Rocky Mountain Regions, respectively, served as Academy instructors, and numerous deputy directors have profited by the experience also. Among them are Leon Daugherty, now the Western Region Deputy Director; Jess Tanner, Deputy Director of the Northwest Region; and John E. Shaw, Deputy Director, Central Region. Many other former instructors now have high management responsibilities in 400 offices located throughout the regions, centers and headquarters."

The key to what an individual gains as an instructor is that once he leaves a specific field duty, which can be narrow in terms of overall FAA functions, he picks up a broadened perspective of the tight inter-relationship of the different services.

"Instructors quickly learn the need for the personnel specialist, the labor relations specialist and the various administrative staff specialists," Superintendent Demps said. "Soon, they're looking out of the same window,

A Pool of Managerial Talent



Chief of Airway Facilities Training at the Academy, Walt Quitter is a former instructor who converted from technician to engineer.

Instructor Mike Loghides teaches airway structures to an enroute class. Both en route and terminal students must master subjects like principles of flight, aircraft types, meteorology, navigation, regulations, communications and radar.

Instructors Herb Minch (left) from the Midland, Tex., FSS and Lyle Miller from the National Flight Data Center discuss an upcoming class in preflight duties (below right).



but they're seeing much more of the street. They understand that their own job is very important, but so is the other person's. The different functions have to focus together to accomplish the overall mission."

Instructors returning to the field carry with them that enlarged understanding of the total mission and of their fellow FAAers, having related to students of diverse technical, geographical and ethnic backgrounds. They have finely honed their skills and have stayed abreast of new developments. Some go into supervisory and significant staff positions. Others return to the field in jobs like they left, but better prepared and equipped to quickly move up the line.

James H. Jackson, chief of Airway Facilities Technical Operations, explained why an Academy instructor is something special from the start.

"It isn't that a person simply bids on becoming an instructor when a vacancy occurs and we advertise it," Jackson



Teaching new air-carrier inspectors David Gillion and Rick Gavin in the Cockpit Procedures Trainer for the DC-9 is instructor John Reid from the Minneapolis ACDO.



Lead instructor Peter Jorgensen (standing, left) and George Deleo, chief of the instructional unit for en route controllers, observe developmentals handling simulated traffic. Six graded problems determine success or failure, and the washout rate averages 20%.



said. "Unlike for other FAA vacancies, that person also must be recommended—by the sector manager, in our case. Then the division chief must endorse it."

Jackson pointed out that even with the two recommendations, selection of an instructor is only tentative. Six weeks of training must be completed—the supervisory course at the Management Training School in Lawton, Okla., and the basic instructor course at the Academy, each lasting three weeks.

"We don't just toss the new instructor into a classroom," Jackson said. "He or she monitors experienced instructors, sees what is going on and is moved into new course areas when ready. In Airway Facilities, for example, we get the latest field equipment. The new instructor visits a factory, works with procurement and installation people and learns a great deal about employee relations."

At present, the Academy has difficulty keeping instructors of "software"—the programming of computers and automated equipment. When they take advantage of the career-enhancement courses available, those instructors have written the best possible ticket for upward mobility. Some Academy courses they instruct run up to 20 weeks, and because of the agency's investment, the instructor is obliged to stay at least a year of the first two-year tour. Under the Reemployment, Restoration and Return Rights (3-R) program, instructors may "re-up" for a maximum of six years. The consensus is that after four years, it is a good idea to shop in earnest for a job in the field before one becomes out of touch with field developments.

In the Air Traffic Branch of the Academy, chief Greg Maguire believes that his instructors enhance their experience under a different kind of pressure than they have as an ATCS in the field.

"In two short years, the instructor runs the gamut of a supervisor's

Clyde De Hart, chief of the Academy's Flight Standards Branch, consults a status board for the 140 courses given in his field, broken into air-carrier operations, airworthiness, general operations and airspace systems. An average of 16,000 flight hours are used each year for the courses.

experience in the field," Maguire said. "Adverse actions, discrimination complaints and attendance at hearings involving students are a side aspect of the job that is taxing and challenging. This aspect of the pass/fail program helps make the experience a proving ground of managerial capability."

Maguire feels the talent nurtured at the Academy should be better utilized in the field. He cites agency Order 3330.29, which points to Academy instructors as forming a pool of managerial talent.

"Among our en route instructors, coming from 16—18 centers," Maguire said, "are the cream of the crop, hand-picked—their credentials certified by the facility chief, the division chief and sometimes the regional director. Those signatures on paper don't come very easily on any subject."

And during their tenure, the instructors are watched by the Academy, which notes the degree of professionalism they exhibit in adverse situations and in people-to-people relationships. The result is a talent pool from a cross-section of ARTCCs, towers and flight service stations.

Maguire believes that post-Academy

Feedback from their students insures that the learning experience is a two-way street...

selecting officials might do a better job of recognizing instructors' potential as managers. "We've had about 125 instructors selected in the last two years in all the options," he said. "Out of that number, we can talk about two or three who didn't show that supervisory potential. They come in as GS-11s to 13s, and at the end of the tour, though, some return to full-performance-level positions. That's a waste."

Fred Fairweather's office is next to Greg Maguire's. He is the project officer in charge of the new radar training facility that the Academy is building for advanced ATC training. He views the Academy as a cross-section of the



In the FAA Academy's Flight Standards Airspace and Procedures Section, instructor Joe Reddin (left) monitors the use of a Plato V display under evaluation, which duplicates the RNAV computer in flight inspection airplanes. Battle Creek, Mich., FIFO pilot Leo Blakely punches the buttons.

something better that may not materialize. However, they admit to gaining self-satisfaction in producing future controllers who have the most potential for achieving a full-performance level. The program itself, they believe, has never been better.

Clyde De Hart, chief of the Flight Standards Branch, is proud of the Academy's facilities for training in specialties related directly to airmen and aircraft. Instructors teach inspectors from air carrier and general aviation district offices in Link Trainers, Cockpit Procedures Trainers (CPT) and

Continued on page 19

whole agency. And to help broaden the instructors' perspective, he says, "We encourage them to attain their educational goals at the Aeronautical Center and at colleges in the area."

Among a dozen Air Traffic instructors queried at the Academy, two have been instructing for four years and most are in their first tours. They range from 26 to 49 years of age and have been with FAA from eight to 19 years.

They bid on the job because they understood it was an avenue for career development. They like the teaching, the diversified experience and helping students, and they recognize the importance of training to air traffic control.

Most agree that classroom and lab work is enjoyable because the results can be seen in a very short period of time; however, an instructor must face the fact that not every student can be made into a controller. They feel that screening of ATC students could be even more thorough.

Half of these instructors have been able to capitalize on educational opportunities by enrolling at local colleges for degree programs, taking MITTS courses and directed study and using the Academy's Learning Center.

Two out of the 12 believe the job has not measured up to expectations. While most of them aspire to returning to the field as team supervisors, this pair feel they have gone through management school and are spending up to three years of their tours preparing for

FAA Academy Asst. Supt. Morris Friloux (left) reports to Supt. Ben Demps about 40 employees, mostly instructors, who recently earned degrees by taking evening courses at local colleges. Both men are former en route center controllers.



Instructor Peter Cramer, Jr., shows technicians Clifford Jenkins (left) of the Miami Center and Bob Otts of the Minneapolis Center one of the Academy's 120 radar displays used in their course, "Computer Display Channel for Technicians." Cramer earned a B.S. degree during his tenure.



DIRECT LINE

Q Is there an order that has to do with the distribution of overtime—that is, with as equal distribution of overtime as possible, scheduled or otherwise? Doesn't that distribution have to be posted for all to see at all times? And doesn't it require that those who are on the bottom of the overtime list are to be called for it before those who have had more overtime?

A There are a number of source documents that deal with the distribution of overtime. Order 3550.10, Change 4, Para. 21.b.(3) covers most employees but not all. Many employees are covered by a union contract, which deals specifically with overtime distribution. In such cases, the negotiated contract takes precedence. We believe you are employed in a flight service station where overtime distribution is governed by the FAA/NAATS contract, Article 26, Section 2, which reads: "Whenever overtime work is to be performed, it shall be made available to qualified employees on an equitable basis. The facility chief shall maintain a roster to insure the provisions of this section are complied with, and the roster shall be available to bargaining-unit employees." The word "equitable" is sometimes misinterpreted to mean that all employees will actually work the same or similar number of overtime hours in a given period of time (month, year, etc.). This is not the case. It does not mean "equal" nor could it. Many employees decline to work overtime or frequently are not available when there is a need for overtime to be performed, such as when they are working their regular shifts.

Q What has happened to all the talk about group participation, management through team action, etc. We are employees in a sector where there is a tremendous rumor going on about a reorganization that will adversely affect at least 13 staff personnel. Does management at least talk about plans it has so personnel can anticipate possibly moving or losing their jobs? We were told a staff study is going on to combine sectors and is drawing to a conclusion. Isn't now the time before final approval that someone in management advises personnel of the pending plans? Are plans being finalized to combine sectors? What is going to happen to the staff personnel at the combined sectors? Why is management trying to keep it hush-hush? Why aren't affected personnel allowed input? Will personnel be able to bump other personnel?

A First, your assumptions are premature. In fact, at the very time your "Direct Line" query was in the mail—May 4—your region had issued a "Special Notes to All Field Offices and Facilities," transmitted with the Airway Facilities Division Weekly Highlight Report, which is distributed to all

sectors, sector field offices and units on a one-for-five basis and is made available for all employees to read. The part entitled "Review of Sector Configuration" in essence answers all your questions. In short, the answers are: Sector reconfiguration is in the preliminary study and planning stage, and plans are not at all finalized. As evidenced by the Highlight Report, management has no intention of keeping this hush-hush, but it is too early to publicize details and solicit input. Any sector reconfiguration must be done in accordance with Order 1100.126, which provides for the types and grades of positions, and with Order 1380.40, which provides for the number of positions. The study primarily deals with sector boundaries and numbers and types of facilities within these boundaries for the best use of available positions. But our intention is to avoid any reduction-in-force and to include methods by which job offers can be made to all affected people. Finally, the region plans to keep employees informed on organizational changes as planning develops and prior to implementation.

Q My question concerns the restoration of Airway Facilities not specifically assigned to me or even in my career field. In a sector letter on restoration after regular duty hours, on weekends and on holidays, the radar watchstander is being asked to make these restorations because of the 24-hour, seven-day-a-week coverage they provide, eliminating the call back of assigned technicians. My concern is not being familiar with these facilities well enough to recognize if a key parameter has changed. As the letter states, in the replacement of a blown fuse or resetting an opened switch, the parameters should not have changed. But if the blown fuse caused the facility to shut down and cannot be restored by dialing, someone with certification authority should check the facility. If an accident or systems error should occur after such a restoration, the agency and the technician could find themselves in a compromising situation.

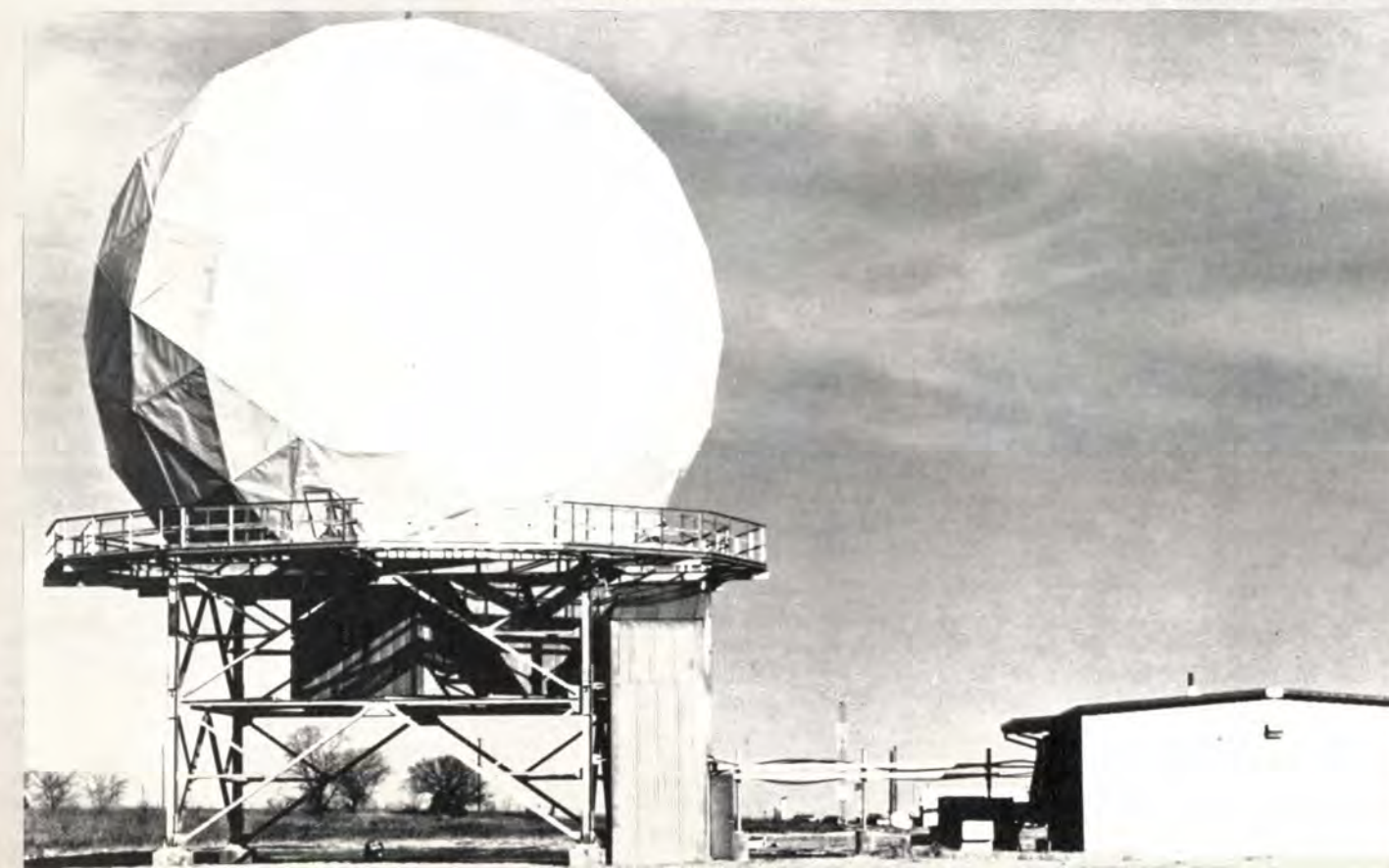
A Based on the information available, it seems that the sector's procedures are appropriate. The agency concept on certification is to assure that facilities provide a reliable service to the flying public. This assurance is derived from key performance parameters that are established for all certifiable facilities. It appears that the sector is taking adequate precautions to train the uncertified technicians to the point that they should know what restoration activities can be taken that do not require recertification. It is not uncommon for technicians to engage in maintenance activities on certifiable facilities for which they do not hold certification credentials. These activities are restricted to working on items that do not affect certification parameters and therefore do not require the associated credentials.

Q I am a specialist at a Level III FSS. We are required to pass an annual Class II physical examination. On May 3, 1977, the regulations (Order 3930.3—retention requirement A, Para. 5C, 6 and 7) were amended to read that "FSS specialist may not have a trace of glaucoma in either eye nor take any medication to control the pressure." I've had a record of glaucoma in both eyes since 1967 and have been using medication since that time. In December, last year, I took my annual physical from the regional flight surgeon. When my eyes were checked, the nurse read the pressure as normal. When I asked the doctor about it, he said, "Your eyes are perfectly normal, besides, those regulations don't apply to you—you're not a pilot." When I checked with my ophthalmologist, he found the pressure to be extremely high. If these regulations are superfluous, why are they even published? My condition did not deteriorate below the requirements, but the requirements were changed to exceed what I could meet. But the way this exam went, it made me wonder what other physical problems might be missed or overlooked.

A Without the Federal Air Surgeon having your name and medical records, no specific-to-the-case response could be provided. The portions

of Order 3930.3 that you referred to or are pertinent are: Appendix 1—"The station specialist must have no condition which causes double vision . . . All specialists must demonstrate normal intraocular tension by tonometry. Must have no form of glaucoma in either eye or adnexa that would be likely to interfere with proper function . . . Must require no routine medication for control of intraocular tension." Chapter 3—"The Regional Flight Surgeon/Assistant Regional Flight Surgeon may give special consideration to individual ATCSs who do not meet medical requirements for retention. Exceptions to Retention Requirements specified in the Civil Service Commission Qualification Standards, Series GS-2152, may be granted when medical conditions are unlikely to progress, or become disabling, between medical examinations to the degree that performance of ATCS duties could be adversely affected." Pilots are medically evaluated under FAR Part 67, while ATCSs are evaluated under the above order. Medical standards are applied to all ATCSs, including flight service station specialists, and where appropriate and indicated, special consideration may be granted on a case-by-case basis, resulting in an individual ATCS continuing to perform his duty with known medical items of interest having been considered.

The first of FAA's Westinghouse 23 fixed-site long-range ARSR-3 radars has been installed at the Aeronautical Center for training. Four more units will be mobile models. The ARSR-3 is capable of detecting small aircraft out to 240 miles and up to 60,000 feet.



Honor Thy Pilots

Six Wings ready to wing their way on the captain's last flight. From left are son Jay, daughter-in-law Myrna, son Scott, Captain Wing, wife Jan and son W.W. III.



It was a twice-told tale this spring of pilots and controllers involved in poignant moments.

When American Airlines flight 487 took off from Dallas-Fort Worth for El Paso, Tex., recently, it was probably the only Boeing 727 in the air with eight wings. In addition to the two affixed to the fuselage, the pilot, Capt. W.W. "Bill" Wing was accompanied on his final flight before retirement by his three sons: Scott, a center controller; W.W. III; and Jay, plus his wife, Jan, and Scott's wife, Myrna.

For Captain Wing, having Scott, who is a controller at the Fort Worth ARTCC, riding in the jump seat under the SF-160 "fam" flight program was a delightful finale to an aviation career that spanned more than three decades. The rest of the family rode as passengers.

His final flight was a repeat of his first flight for American in a DC-3, but unlike his first flight to El Paso, which included a number of stops, the 727 flight was non-stop.

Captain Wing's co-pilot for his last flight as a captain was American Airlines' vice president in charge of flight operations, Capt. Bud Ehmann, who cut a business meeting short in New York and flew back to Fort Worth especially to honor Wing.

In a somewhat similar farewell, for the first time in the history of O'Hare International Airport, a retiring jumbo jet captain received his final "cleared to land" from his controller son.

As United flight 990—a Boeing 747—arrived at O'Hare at 6:00 a.m. with Capt. Merle Brode in command, the tower was already prepared to take note of the special occasion. His son, Roger, a seven-year veteran controller at the O'Hare TRACON, was in the tower just to control his dad's final commercial flight, although it wasn't his shift.

Captain Brode was making his last trip after 37 years piloting every type of aircraft that United has put into commercial service. Aboard as a



Fort Worth Center controller Scott Wing looks over his father's shoulder from the jump seat, as Capt. W.W. Wing prepares to make his last flight as an airline pilot.



passenger was his wife, Geraldine.

When the elder Brode contacted approach control, he was surprised to hear his instructions to descend to 7,000 feet prefaced by "Hi, Dad."

After controller Brode issued final approach directions and instructions for flight 990 to contact the tower cab, he and acting tower chief Chuck Reavis hopped the tower's elevator for the 200 foot ride up to the cab. There, young

After completing his final flight from Honolulu to Chicago, Capt. and Mrs. Merle Brode enjoy a reunion with their controller son, Roger, who issued their final clearances in the TRACON and tower cab.

Brode again took the mike to issue his father's final clearance to land, thus keeping the operation a one-family show.

Although a small ceremony was held later in the terminal to commemorate Captain Brode's last flight, it probably didn't mean as much as that earlier communication from one professional to another, "cleared to land."

By Stan McDonough and W.E. Holsberg, Jr.

INSTRUCTORS from page 15

simulators for the Boeing 727, 707 and the DC-9. A Convair 580 simulator is in use for recurrent training, and the frame of a Learjet fished out of the lake at Chicago and modified by Academy technicians to be a CPT is now installed for training. Classes in flight inspection and in avionics are also held.

Instructor Duane Christensen, scheduled to start teaching in the Learjet program, was reviewing the electrical system at a cockpit simulator in preparation for giving the course for the first time. He bid on his present job for promotion and career development and now finds the job fully meets expectations. Instructing gives him personal satisfaction, and he particularly enjoys the instructional flying time he gets at the Aeronautical Center.

A check with 15 other Flight Standards instructors provided enthusiastic responses that the job is enjoyable. None were negative. They like the working environment and the people, and many are able to pick up a jet type rating and otherwise add to their qualifications. Feedback from their students insures that the learning experience is a two-way street, which increases the satisfaction of teaching.

As to the problems of being an instructor, the 3-R program is viewed by many as much a hindrance as a "right." The program adds to the uncertainty of their future, and a feeling that the job is temporary keeps some from community activities. When they leave, chances are they will miss the affordable living and housing of Oklahoma City. Other problems include a feeling that some regions do not fully appreciate the value of the experience for bidding purposes.

Instructors must cope with the challenge of keeping up-to-date on current field procedures, which they often learn from their students. They also must learn to deal with a more structured environment and not let their initiative be dulled. Some want more modern training aids and could use more support in technical writing and course development.

Time-limited assignments make it difficult for some to capitalize on outside educational opportunities. Most Flight Standards instructors bid actively for field positions before their second two-year tours are up. While many have their eyes on the field, some would be content to remain as instructors, but career progression indicates assignment at the regional level is needed.

Former Airway Facilities instructors in the field speak highly of their resulting career progression. Many came as GS-11s, were promoted while instructing and gained another grade by becoming a supervisor in the field after their tours.

Mervyn Martin, Rocky Mountain Regional Director, who was an Airway Facilities instructor from 1955 to 1959, says, "I feel that our region is fully utilizing the management talent of former instructors. In Air Traffic, of 14 instructors returned from the Academy in the past two years, eight have supervisory jobs, three are in staff positions and three are controllers at the GS-13 or 14 level. In Airway Facilities, 16 former instructors are supervisors."

The prime requisites for being an instructor, in Martin's opinion, are a desire to teach, along with a willingness to develop technical and instructional capabilities to do the job well. He adds that applicants should have (1) a good technical background; (2) the ability to write and articulate well; (3) a good appearance; (4) the ability to motivate others; and (5) a people orientation.

Do you fit the bill? If so, accepting the challenge of instructing could be a first step on a career-progression ladder and an open door to personal growth.

Text and photos by Thom Hook

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Heads Up

ALASKAN REGION

A new assistant chief at the Eielson AFB RAPCON is **Ernest W. Bates**.

CENTRAL REGION

Theodore D. Little has been boosted to chief at the Kansas City Municipal Airport's Sector Field Office . . . The deputy chief of the Cincinnati, Ohio, FSS, **Ronald L. Vandermolen**, has transferred to the FSS at the Spirit of St. Louis Airport in Chesterfield, Mo., in the same position . . . **Timothy J. Casey** of the Cedar Rapids, Iowa, FSS has been selected as an assistant chief at the Des Moines, Iowa, FSS.

EASTERN REGION

Promoted to assistant chief at the Allentown, Pa., Tower was **Franklin T. Scott** . . . Moving from the New York Common IFR Room to the LaGuardia Airport Tower, New York, as an assistant chief is **David R. Sprague** . . . The new chief of the Farmingdale, Long Island, Tower in New York is **John M. Stuck**.

GREAT LAKES REGION

Assistant chief **Harold C. Edward** of the La Crosse, Wis., FSS got the nod for the same post at the West Chicago, Ill., FSS.

NEW ENGLAND REGION

The new deputy chief of the Bradley International Airport Tower in Windsor Locks, Conn., is **Frederick E. Merrick** from Washington Headquarters . . . Moving from NAFEC into the Keene, N.H., Sector Field Office as chief was **Andrew F. Gemski**.

SOUTHERN REGION

Joseph D. Brown, deputy chief of the

San Juan, Puerto Rico, IFSS, has been reassigned as chief of the Key West, Fla., FSS . . . Transferring from chief of the St. Thomas, Virgin Islands, Tower to chief of the Sarasota, Fla., Tower was **Gilbert J. Carlsen** . . . **Jean D. Paulson** has moved up from assistant chief to deputy chief of the Jacksonville, Fla., ARTCC.

SOUTHWEST REGION

John W. Clark, Jr., has taken a transfer as assistant sector manager from the Oklahoma City AF Sector to the Houston, Tex., Sector . . . **Bobby R. Tillery** of the Houston ARTCC Sector has been

reassigned as assistant manager of the San Antonio, Tex., AF Sector . . . Switching from chief of the Shreveport, La., RAPCON Tower to chief of the Albuquerque, N.M., Tower was **Donald E. Beswick** . . . Chief **James C. Ketner** of the Albuquerque Maintenance Engineering Field Office has moved over to be assistant manager of the Amarillo, Tex., AF Sector.

WESTERN REGION

Stanley J. Grates of the Phoenix, Ariz., Flight Standards District Office is now chief of the San Francisco Air Carrier District Office.

Word Search Answer

Puzzle on page 8

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