

# FAA

REGION TWO

## SCANNER

*the* journey to Bethlehem  
was made by men wise  
enough to see in small beginnings  
... great possibilities.  
Thus it is today in our constant  
search for peace  
and good will among men ...

91.3-110 December 1959



WISE MEN  
STILL SEEK  
HIM

FAA REGION TWO

S C A N N E R

Volume 2

Issue 12

DECEMBER 1959

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The SCANNER is dedicated to the publishing of interesting happenings both within and outside FAA Region Two that affect the agency.

It is intended that the SCANNER shall carry to every employee a reasonably complete and current story of the more significant activities, plans, and accomplishments of our programs and employees.

By giving a broad picture of the trends, projects, and achievements in our operations, the SCANNER should help each employee acquire a more comprehensive sense of the FAA's mission.

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DIVISION REPORTERS

Air Carrier Safety.....Frances Morgan  
Airports.....J. H. Monroe  
Aircraft Engineering.....Everett Morris  
Personnel.....Johnie Withers  
Air Traffic Control.....Beth Skidmore  
General Safety.....Frances Fuller  
Budget and Finance.....Gale Pennington  
Air Navigation Facilities.....Bonnie Buckingham  
General Services.....Avanelle Dawson  
Legal.....Frances Welsh

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SECOND REGION

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December, 1959

To My Fellow Teammates —



A  
Merry Christmas  
and a  
Happy New Year

LC Elliott

## BUDGET AND FINANCE

### IT CAN BE DONE

Although some may conceive the Budget and Finance Division as an evil but necessary two-headed monster of red tape and paper work crying aloud from morning till night, "It can't be done!"--it is being done every day, and during the Fiscal Year ended June 30, 1959, it was done to the tune of \$81,121,571.48 by meeting Agency policy requirements, and the laws, regulations, and rules applicable to all government agencies as interpreted and enforced by the General Accounting Office, Bureau of the Budget and the Treasury Department. It can be done!

These dollar expenditures represent the financial results of a multitude of individual transactions, documents and related actions performed by the division during the Fiscal Year.

The Payroll Section processed payrolls for 26 pay periods including 94,603 premium payments, the preparation of 20,793 payroll change slips, and the audit and examination of 167,350 individual time and attendance reports including the recording of gross earnings, payroll deductions, leave earned, and leave taken, for each individual employee resulting in approximately 167,350 individual payments with gross salaries and wages amounting to \$42,541,764.84 from which payroll deductions were made covering Federal and State income tax withholdings, Group Life Insurance, Retirement, Bond purchases and other minor items amounting to \$8,923,476.85.

Based on these payrolls the Agency

contributed to the Retirement Fund, Group Life Insurance and Social Security \$2,709,657.54.

The Audit Section audited for accuracy and legality and certified for payment 42,851 supply vouchers, 14,518 employee travel vouchers, 1,895 lease vouchers, 395 FAAP grant vouchers and processed other vouchers requiring the examination and audit of 41,554 long distance telephone calls, 9,013 telegrams, 28,778 service station delivery tickets, and transportation vouchers covering 8,691 bills of lading and Government transportation requests.

These vouchers represented the expenditure of \$15,910,093.10. On site final audit of 48 Federal Aid to Airports Projects were completed during the year.

The accounting for and recording of these actions by the Fiscal Branch required 118,686 fiscal transactions, 162,200 postings to ledger accounts, the preparation and certification of 3,548 schedules covering 53,239 vouchers, payrolls, etc., for transmittal to the Treasury Disbursing Office for payment, and the preparation of 302 reports.

In addition, there were 1,539 separate billings prepared and transmitted to others and 2,222 separate receipts and remittances received from others.

The gross dollar amounts of these transactions aggregated \$81,121,571.48 in obligations incurred, including \$19,960,056.00 for Federal Aid to

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Some people would do anything for money, but most of us end up working for it.



## BUDGET AND FINANCE (Cont'd)

Airports, and \$228,908.32 in general fund receipts.

During the year the Estimates Branch provided all Divisions with technical advice and assistance in connection with their annual budgets and fiscal work programs including financial program adjustments consistent with changing approved work

programs which necessitated the continuous analysis and study of current fiscal operations, projection of future financial requirements and the preparation of numerous reports and studies for regional fiscal management purposes and Washington.

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### INTERESTING GLOSSY PHOTOGRAPHS OF FAA NEWS ITEMS

We need good photographs that tell an interesting FAA story. Send them in for use as illustrations in future issues of the SCANNER. ---FW-4.





## AIR NAVIGATION FACILITIES DIVISION

Here is a sparkling and graphic word picture of the beginning of the newly enlarged and modernized San Antonio Air Route Traffic Control Center as felt by one of the technical experts who made this electronic marvel a reality.....

### A GIANT COMES TO LIFE

By J. D. Stone, FW-630

Commencement of "cut-over" is scheduled for 12:02 A.M., Sunday, September 20, for the new San Antonio Center. We've worked with this date in mind for many weeks now. It almost seems to stand out in technicolor-----even with closed eyes.

The time is now 11:00 P.M., Saturday, September 19, and the big sweep-hand on the master clock begins to erase the remaining sixty-two minutes.

We've been here most of the day making last minute preparations. Now, standing about the vast equipment and control rooms in small groups, engineers, technicians, and controllers discuss the planned cut-over procedure. For some reason conversations are carried on in almost a whisper. Maybe it's because we know we are about to awaken a complex electronic system, a giant, now lying enert before us.

Down the long rows of equipment racks and across the control panels in the Operations room, a few small red, amber, and green lights blink drowsily while others glare steadily at the men moving about them, indicating some life exists already in this anesthetized giant. But, as yet, the huge body awaits the stimulation of its veins----the intricate circuits---with blood---the many forms and magnitudes of electric current. Only then will this giant flex its muscles and show its strength, yet, through man's ingenuity, remain docile and obey his commands.

The time now----11:15 P.M. We have made preparations to sample the tone pulses we expect to flow to, and from, this Goliath and the peripherals under its control. These are his ears and tongue. The

pulses will indicate the heartbeat. If malfunctioning occurs, the giant will be allowed to sleep until corrections are made.

There's a mixture of pride, anticipation, and anxiety in the atmosphere. It almost has an odor; something akin to burnt molasses. You can see it too, in the eyes and actions of the men. They know the creation from its earliest embryonic form to its present full-grown perfection. They know its weak and strong points; its temperament and character. It has assumed a personality. Unlit cigarettes go unnoticed while ashes are nervously flicked from others. There is needless walking to and fro, in short distances, during idle moments. A technician surveys a row of meters and repeatedly removes and replaces a wedding band on his left hand. An engineer stares fixedly at a schematic circuit and nervously clicks two half-dollars together. These are little things but they stand out in moments like this.

Time: 11:30 P.M. Somewhere in a section of relay racks you hear the sharp click of relays as their armatures pull up. You know that in the Operations room, controllers and technicians are manipulating some of the hundreds of switches, stretching in neat rows across the flight progress boards, preparing for transmitter keying. During breaks in audio tones, now being used to make final checks to the voice and receiver circuits, you can hear the steady ventriloquistic hum of power transformers. The giant is being pricked slightly and some of the anesthesia is being removed.

11:45 P.M. Upstairs, in the vast Operations room, more panel lights are showing now, indicating primary control circuits are being activated. Arranged about the control area are the radar scopes----the giant's eyes.

Some of the controllers have seated



(continued)

## AIR NAVIGATION FACILITIES DIVISION

themselves at various sectors along the control positions. Hands move about, touching controls they will touch thousands of times. Telephone installers are busy dialing and asking for "Joe" on the main frame and test boards for the interphone circuits.

There is an attempt to break the tension that is building up: "Say, Bud, have you heard what Brigitte Bardot said when asked what she would do if she was the first woman into space?" asked someone. But, Bud, at that moment, became engrossed in a voice calling to him on the intercom and no one ever learned what Bardot said regarding her ventures in space.

12:00 midnight. You realize that the big sweep-hand on the master clock has whetted the time very thin. Two minutes to cut-over. There is an expectant lull. All testing has ceased. Instructions are issued by the engineer-in-charge, to several technicians standing at the patch panels, in the equipment room for control circuit transfer. Others are flipping on main power switches and the clicks sound like small castanets. The faces of the equipment racks light up in symmetrical patterns of red and green lights. You can feel the surge of power. The great giant stirs.

12:02!! This is it!! Good weather prevails and "Plan A" - total instantaneous circuit transfer - is put into motion. "Plan B" was to have been used if weather conditions demanded piece-meal transfer.

The bridging networks are quickly removed and the intercom between the Operations and equipment room goes wild with a flurry or succinct requests and replies: "Set the levels for minus 8." "See if you can get a blip on Houston 319.8." "Send up some TCP fuses." "Okay, try Kingsville 301.4." "Main/Standby all

right on Lufkin." "Give me a count on local 243."

One by one the peripherals respond and the giant's pulse accelerates. Already he has found his voice, hearing and seeing. You see the conversational flicker of a neon modulation indicator and flip a switch from headset to loudspeaker. "San Antonio Center, this is Air Force Jet 1563. Over." comes from somewhere "out there." "Roger, Air Force Jet 1563. I have you on radar contact," comes back the composed voice of a controller, "I have you two miles east of the Clear Spring intersection."

Other planes are reporting in now. You listen to the replies and secretly feel proud to be a little part of all this. You look at the men about you. Trained men, engineers and technicians, who know the labyrinthian circuits through which these voices flow and controllers who understand the great system of airways; the laws that govern it; the planes that follow it, almost anticipating the pilot's very thought.

It's 2:00 A.M. The intercom is still busy, but the voices have lost the overtones of urgency now. There's time for a little laughter.

4:00 A.M. Work connected with the Center cut-over is completed. Again little groups form to discuss various phases of the cut-over and anxious moments. Gain controls and modulation percentages are orally cranked up and down. In the parlance of FAA personnel, all were waiting to see if this great giant would "burst loose at the seams," under his sudden load.

It's 6:00 A.M. now and daylight. The giant has fully come to life now and is standing on two feet, hurling his multitone voice along confining metallic paths and through the heavens.

You blink at the rosy eastern sky and say, as did Alexander Graham Bell, on that simple circuit long ago: "What hath God wrought"!!

\* \* \* \* \*



## GENERAL SERVICES DIVISION

Perry Caison, formerly with the Post Office Department in Roswell, New Mexico, has been added to the staff in our Mail Room. The Mail Room Section now distributes approximately 400,000 pieces of incoming and outgoing mail and about 200,000 pieces of internal mail each month.

\* \* \* \* \*

A new GSA Inter-Agency Motor Pool was activated at Miami, Florida during the month of November. Harold Pearson of the General Services Division serves as dispatcher for FAA, assigning passenger cars on a trip basis.

\* \* \* \* \*

It is planned to establish an Imprest Cash fund in the near future to serve FAA activities located at the Fulton County Airport in Atlanta, Georgia. Presently 14 other Imprest funds are in operation at major FAA areas in the Region. The advantages of Imprest funds are that they are used for immediate cash payments to vendors for small purchases and services, and that the time and administrative expense of processing purchase documents are greatly reduced.

\* \* \* \* \*

During the last six months, an average of 760 aeronautical charts have been obtained daily from the Fort Worth District Office of the Coast and Geodetic Survey for distribution throughout the Region.

\* \* \* \* \*

DRIVE SAFELY

\* \* \* \* \*

Freda Kling, Allene Thompson, and W. R. Liles, of the Special Services Branch attended an open house for PBX operators and their supervisors this month. A talk was given and the new DDD - Direct Distance Dialing - was demonstrated. DDD will go into effect in Fort Worth the latter part of 1960. The telephone operators also took a tour through the operating room of the telephone office to see how their calls are handled.

\* \* \* \* \*

Formal training courses in fire-fighting methods are now being given to Reservation Guards. Mr. Moore, Chief, Reservation Maintenance Branch, and C. B. Simmons, Occupational Safety Representative, are in charge of a program for the improvement of fire safety at Regional Headquarters which also includes weekly written reports of fire inspections conducted by the guards.

\* \* \* \* \*

*	LIFE	*
*	The world is all right,	*
*	You grumblers here;	*
*	The world isn't gloomy	*
*	Or sad or drear;	*
*	The world never frowns,	*
*	It is never blue;	*
*	The gloom and the trouble	*
*	All come from you.	*
*	Life's not a burden,	*
*	And life's not sad;	*
*	Its pleasures are many,	*
*	It never is bad;	*
*	Life isn't to blame	*
*	For the wrongs you do;	*
*	The fault is never	*
*	With life, but you. -Guest	*
* * * * *		

The difference between a junior executive and a senior executive may be as much as forty pounds.



## CREDIT UNION NEWS

The fact that the Scanner is an excellent publicity medium can be verified by Mrs. Mildred Hillis, treasurer of the Fort Worth Federal Employees Credit Union. Mrs. Hillis has received loan applications from employees throughout FAA Region Two, referring to Scanner news items about the Credit Union.

The Fort Worth Federal Employees Credit Union is limited by regulations to serve Federal employees who work or live in the Fort Worth area. Almost all centers of federal activities have Federal Employees Credit Unions serving the employees in that area.

The Fort Worth Federal Employees Credit Union has grown from an organization with assets of \$200,000 to \$600,000 since 1953. Reasons for the growing popularity of credit unions is due primarily to the lower interest rate charged on loans. Credit Unions have an advantage over commercial loan organizations in that (1) Directors of credit unions serve without pay, (2) credit losses are smaller because the relationship between the credit union officials and personnel receiving loans is more personal, and (3) credit unions pay reasonable dividends to stockholders, otherwise they are nonprofit organizations.



Robert F. Bennett, a national representative from New York, presents L. C. Elliott with Certificate of Appreciation in recognition of the Second Region's outstanding achievement in support of the 1958 Federal Service Joint Crusade. In making the presentation, Bennett said, "The monies so generously contributed by Region 2 employees will help many unfortunate peoples of the free world to live and work in dignity".



## AIR TRAFFIC CONTROL DIVISION

Newcomers to the Regional Office during the past month were Henry H. Plume who came from the San Antonio Center and is in the Landlines Section. Estelle Hays came to us from FW-600 and is a Secretary in Airspace.

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There were several Sustained Superior Performance Awards received recently by personnel from the Amon Carter Tower (Fort Worth): Billy M. Phifer, Argus T. Hill, Ruell M. Gumm, John W. Hagans and Dewey E. Walker. CONGRATULATIONS!!!!!!!

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A letter of appreciation was written to our Regional Administrator by Mr. R. E. Gibson, Director of the John Hopkins University, Applied Science Laboratory concerning the essential cooperation and assistance the San Juan Center personnel gave an essential part of the POLARIS Development Program. An endorsement of appreciation from the U. S. Navy Inspector of Ordnance was also received. It is indeed a pleasure to know that the San Juan Center's efforts to cooperate with the military establishment on such an important project are worthy of these favorable comments.

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We have been notified by Emmett Hunt, Chief of the Atlanta, Ga. ATCS, that construction began October 19th on new quarters for the Station at Fulton County Airport. The floor plan essentially will be an enlarged version of Plant Engineering's Typical Size IV. General Safety and Flight Inspection will be their

upstairs neighbors. Construction of these quarters is proof that the FAA is moving to meet the needs of private and executive pilots by providing a complete installation at one of the busiest private and executive airports in the nation. Indications are that it is being well received amongst the pilots and operators, not to mention the Atlanta Station personnel. From all appearances it will be a model station to be commissioned simultaneously with the new Service "A" circuitry. We are all looking forward to it with pleasure.

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### IN MEMORIAM

Clarence S. Bodenmann of the Meridian Station died on 10/29/59 of injuries received in an automobile accident.

Herman J. Laurents of the Lake Charles RAPCON died on 10/24/59. He was accidentally electrocuted in an accident at his home.

Walter L. Chambers, Chief of the Jackson, Tenn. Station died on Nov. 2nd of a heart attack.

Billy F. Bettis, Fort Worth Center, died on 11/9/59. He was accidentally asphyxiated at his home.

The folks who get up in the world today are the ones who drove very carefully last night.

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HAPPY HOLIDAYS

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The easiest way for a bachelor to get out of a sand trap is to stay away from the beach.



(Cont'd)

AIR TRAFFIC CONTROL DIVISION

ANOTHER VETERAN RETIRES TO LIFE OF  
LEISURE.....

Upon successful completion of a colorful 40-year career, Lloyd H. Dravis (FW-525) has decided to add his name to the list of those retired from Government service. Lloyd plans to make his departure from our ranks effective the close of business on the last day of this calendar year and proceed to the warm and sunny clime of Southern California where for awhile, at least, he intends doing nothing except relax and fully enjoy doing it. Upon completing school in Sioux Falls, S. D., he joined the U. S. Navy in 1919. Leaving the Navy as Chief Radioman with 10 years of honorable service in 1929, Lloyd tried his hand at tuna fishing off the Coast of California. Although highly remunerative, he found the work too strenuous and returned to radio operating duties for TWA in Winslow, Arizona.

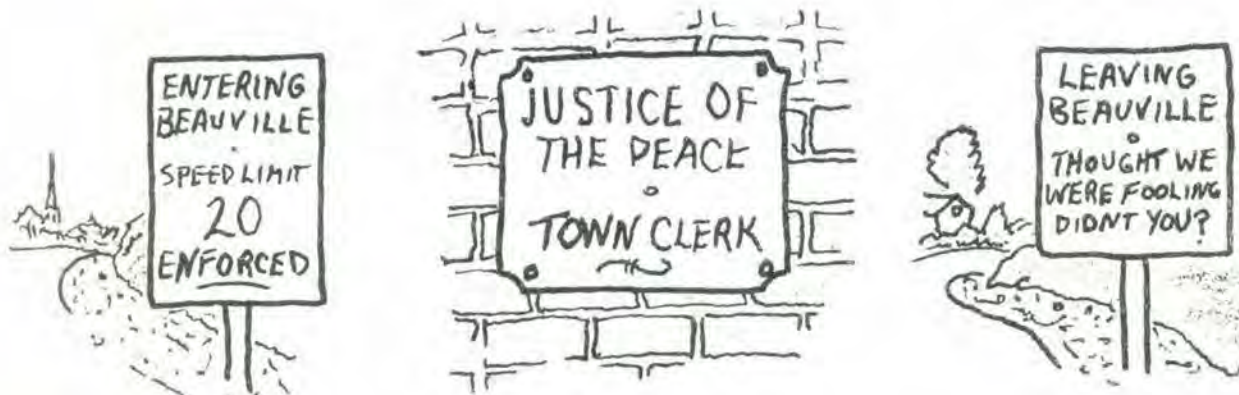
Shortly thereafter he entered the Lighthouse Service -- the first of a long line of FAA predecessor organizations. Lloyd has had many and varied assignments in the area of development and operations of the Federal Airways System. As radio operator he served at Albuquerque, N.M., Fontana, Calif., and Kingman, Arizona. He then returned to become Chief of

the Station at Albuquerque. He transferred to the Electronics Group and performed duties for a period of 3 years as Chief Radio Electrician. Convinced that he preferred communications operational work, he returned to position of Chief of the Albuquerque Station. Promoted to Communications Inspector, he joined the Regional Office force at Fort Worth in 1942. Since that time he has seen duty in several of the offices in the ATC Division. Industrious, capable and efficient in performance of duties, he recently earned an outstanding proficiency rating and received an award for sustained superior performance. We have enjoyed working with Lloyd and will miss him when he leaves us. We all wish for him and Mrs. Dravis the very best of health and happiness and many years of well-earned retirement.

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John B. Kendrick is no longer considered a newcomer in the Regional Office since he was detailed into the R. O. from the Fort Worth Station where he was Chief at the time of Cecil Selby's death. John will replace Mr. Dravis in 525 upon Lloyd's retirement in December.

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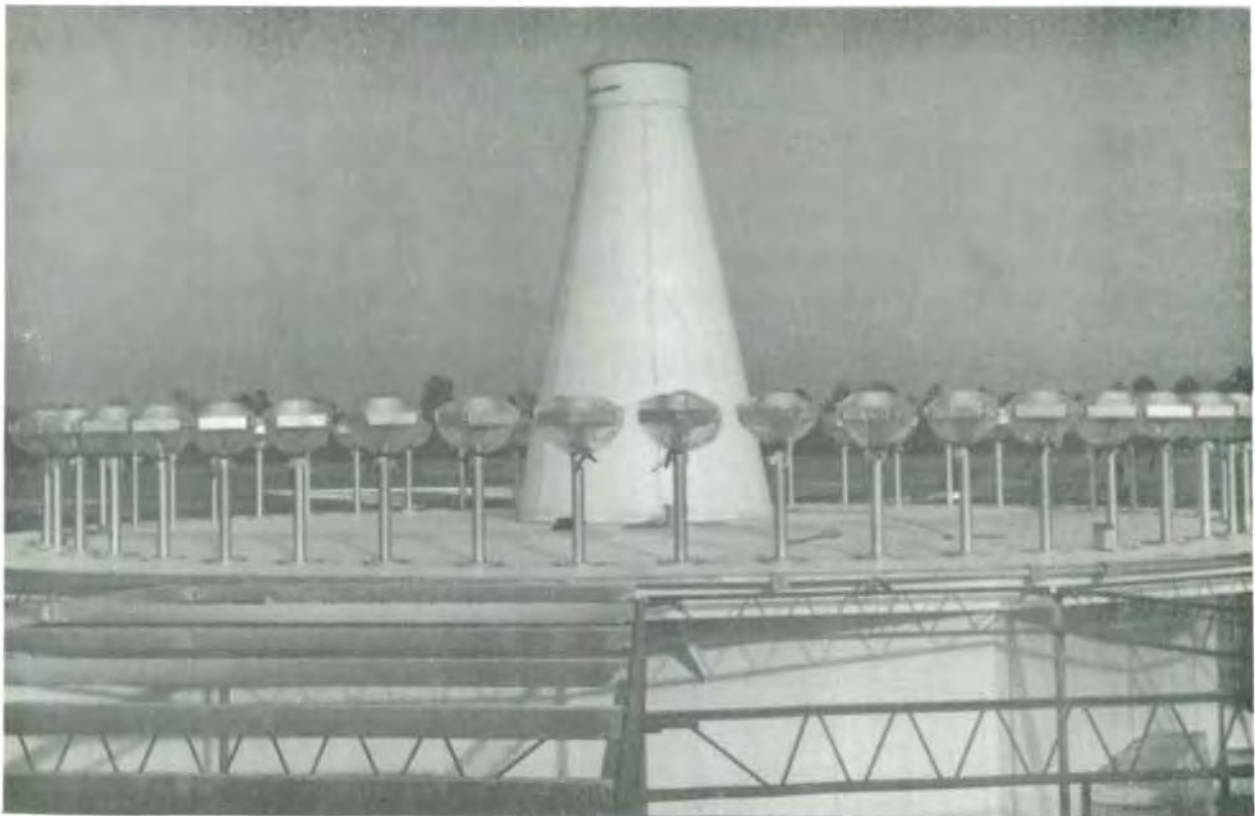


The above photos show the SCANNER in the process of being printed. N. G. Sanders, upper left, is opaquing a negative from which he will make a metal plate. Harold Walker is preparing duplimat masters by the Xerox process. Joe Wheeler, lower left, is operating a multilith printing press, and Lloyd Martin is printing envelopes for mail outs with an addressograph machine.





Smiling with pride at the newly enlarged San Antonio ARTC Center are, left to right, Gerald Fox, Center Chief; D. D. Thomas, Director, ATM, Washington; L. C. Elliott; E. R. Quesada; and San Antonio Mayor Kuykendall.



Appearing imaginatively as a holiday cocktail shaker with toothpick-speared olives is this Doppler System on the Florence, S. C. VORTAC. Among the newest in scientific air navigation developments, the Doppler System helps insure greater reliability of the signals being transmitted. Before the coming of the Doppler, many times certain radials of VORTAC's were so rough that they were unusable, and many times a VORTAC could not even be located at a certain desired site. Unquestionably, we will see many more of these Dopplers appearing on our air navigation scene.



# GENERAL SAFETY DIVISION

We are pleased to report that the following secretaries in our District Offices have received awards for Sustained Superior Performance: Irene Smith, Brownsville, Texas; Lilla M. Smith, Columbia, S. C.; Virgie Ellison, Houston; Lilian R. Ward, Nashville; Norma Wooddy, New Orleans and Beatrice Bunch, Raleigh, N. C. Ottis Patterson, in the San Antonio GSDO, received a \$100.00 award for a suggestion on "Call-up System for District Offices."

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Several changes have been made in assignments of our Supervising Inspectors. Fay D. Linehan, of the Oklahoma City GSDO, is now Supervising Inspector of the Miami GSDO and C. B. Seidel of that office has reported to Charlotte, N. C. in the same capacity.

Henry Foster, former Supervising Inspector of the Little Rock Office, has replaced Fay Linehan in Oklahoma City. Buford Staley, who transferred from Air Carrier, has been made Supervising Inspector of the Little Rock office.

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In October, Frank Miller and Joe Werbke spoke before a regional conference of the Civil Air Patrol in the Jung Hotel in New Orleans. The subject of both speeches was "How to Promote Greater Safety in CAP Operations." In November, Mr. Werbke spoke before the annual Texas Aerial Applicators Association at Orange, Texas. In that talk he stressed safe operating practices to be employed by agricultural pilots and operators.





## AIRCRAFT ENGINEERING DIVISION

The Airframe and Equipment Branch examines and analyzes technical data and prototypes submitted by the aviation public for new and modified aircraft structural designs, components, and installations to determine their compliance with airworthiness standards for type and airworthiness certification. Engineering assistance is rendered by the Branch in investigating and analyzing aircraft accidents. They also analyze and propose new and improved standards as necessitated by experience with aircraft in service and with the development of new and unconventional aircraft such as turbo prop aircraft and turbo jet helicopters.

The staff which carries this responsibility has an impressive record of experience and training.

C. F. Biesemeier, Chief, Airframe & Equipment Branch, entered on duty with CAA in Kansas City, October 7, 1940. He transferred to California in 1942 and to this Region in 1946.

E. J. Rudder entered on duty with CAA in Washington, D. C., September 8, 1939, and transferred to this Region in 1946.

L. C. Sentker entered on duty with CAA in Washington, D. C., February 13, 1948, transferred to California in 1952, and to this Region in 1955.

N. J. Brown entered on duty in this Region March 1, 1957, was followed by C. J. Archer, April 25, 1957; L. N. Bass, August 14, 1957; C. L. Stoner, September 3, 1957; A. A. Backstrom, November 18, 1957; D. E. Kemp, January 13, 1958; E. L. Turner, June 16, 1958; J. L. Patras, July 14, 1958; and H. E. Waterman, May 26, 1959.

Rudder, assisted by Archer, Bass and Waterman, is responsible for electronic and electrical parts and installations, flutter and vibration, and aircraft equipment, including systems other than powerplant.

Sentker, Brown, Stoner, Backstrom, Kemp and Patras are Aeronautical Design Evaluation Engineers responsible for all engineering aspects of aircraft designs, including type certification of prototypes and parts of aircraft, and with the original and continued airworthiness of aircraft.

Turner is responsible for complete engineering type certification process of rotorcraft designed and manufactured in this region. This type certification includes the approval of large transport multi-engine and multi-rotor helicopters.

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The Aircraft Engineering Division in the calendar year just ending has increased in the number of applicants and in the scope of activity. The activity has changed from the certification of mostly smaller private type aircraft and helicopters to include the increased activity at the Lockheed Georgia Division with the certification of the Lockheed Model 1329 JetStar, the first medium size turbo jet executive aircraft, and the Super Hercules, turbo prop cargo aircraft of 230,000 pounds gross weight, which will be the first all-cargo aircraft designed for civil operation in this country.

In addition, Lockheed has presented their Model 402-2 utility aircraft for certification within one year from the date of initial design. This aircraft has recently been brought into the

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You've reached middle age when you're always trying to show you haven't.



(continued)

## AIRCRAFT ENGINEERING DIVISION

international picture as the aircraft that will be produced by the Lockheed-Azcarate Aircraft Manufacturing Company in Mexico City.

Certification activity continues high for aircraft in the executive field with the application for five (5) new Aero Commander models, and with such projects as the L. B. Smith Aircraft Corporation's Tempo II which is the Douglas B-36 completely redesigned with a pressurized fuselage, and Howard Aero's Model 500 which is the pressurized version of the Lockheed PV-1.

The certification of helicopters has continued in this region with the issuance of Type Certificates for the Bell Model 47-K and the Brantly Model B-2 Helicopters.

Indicating the market interest in agricultural aircraft, this region has certificated the Piper Model PA-25 and the Snow Model S2A, both agricultural aircraft.

With the increasing number of aircraft in operation for which this region is the controlling region, such as the Bell and Brantly Helicopters, Aero Commanders, Mooney series aircraft, and the Curtiss C-46's, the activities of this region relative to service difficulties have been increasing. However, it should be emphasized that this region is giving priority effort to the correction of such service difficulties and the issuance of airworthiness directives to assure public safety.

With the increase in manufacturing and modification activity, this region has made a complete workload study of the manufacturing workload which brought out the need for more Aircraft Engineering District Offices, and the need for increasing the staff of

Manufacturing Inspectors. On June 15, 1959, two (2) new Aircraft Engineering District Offices, making a total of six (6), were opened, one at the Lockheed Factory in Marietta, Georgia, and the other in San Antonio, Texas.

With the release of large piston engine aircraft by the airlines as jet aircraft are integrated into airline operation, the scope of aircraft modification work has begun to change in this region. Such large modification centers as L. B. Smith of Miami, Florida and Hayes Aircraft of Birmingham, Alabama, are making modifications on such aircraft as Douglas DC-6's and DC-7's. Of course the smaller executive aircraft, such as single engine, light twin, and medium transport aircraft, continue to be modified in increasing numbers.

Even though the program was adopted to accelerate the approval of alterations to aircraft without Supplemental Type Certificates being issued, the quantity of STC's issued in this region has increased by 40% in the past two years to more than one (1) per each working day. There is strong indication that the Supplemental Type Certificate is being recognized by operators of aircraft and insurance companies as the seal of assured airworthiness for modified aircraft, just as an FAA Approved Type Certificate is recognized all over the world as a guarantee of airworthiness.

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Personnel Manager - "You ask rather high wages for a man with no experience."

Applicant - "It's harder work when you don't know anything about it."

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The trouble with life is that by the time you know your way around, you usually don't feel like going.



## AIRPORTS

Our foreign correspondent, J. D. Church, is in a hospital in Karachi, Pakistan with an infection of the liver, which he sheepishly admits was probably caused by a dish of stewed goats' head that he ate in Turkey recently.

We extend our sympathies to J. D. and to the native nurses, but feel sure that the hospital staff will effect his rapid recovery in order to restore some degree of decorum to the institution.

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We are pleased to welcome new Airport Engineers Herbert G. Willis, Jr. and Wilson R. Peck to the Airport District Offices at Miami and Atlanta, respectively.

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Kenneth Rock, the very efficient secretary of our Program Administra-

tion Branch, has been ill for several days with an ear infection. We are happy to learn that he is recuperating and will return to work soon.

\*\*\*\*\*

Don Lee, one of the old-timers with CAA, retired on Sept. 1, 1959, after 18 years of service as Paving Engineer and Airport Engineer.

Don started to work with the old Fourth Region in August 1941, at which time the Program for "Development of Landing Areas for National Defense" was just getting under way. He served in the Regional Office of the Airports Division until 1954, when he transferred to APDO-1.

The Lees have built a new home in Bryan, Texas, where Don will be handily on hand to boost the Aggies football team. The results of his efforts are now evident...??

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## LEGAL DIVISION

An amusing report was received recently of how the dropping of autumn leaves from aircraft in Miami almost created an international crisis. It seems that, according to the Miami Herald, a Miami TV station arranged for the dropping of autumn leaves from seven aircraft on October 27, as a publicity stunt. Radio and newspaper reports of this operation apparently were misunderstood by Cubans who at that time were concerned about a recent incident involving the dropping of leaflets on Havana from an aircraft based in the United States. It ap-

pears that they took the reports to mean that American citizens were practicing the dropping of leaflets in Miami, preparatory to further leaflet "bombing" in Cuba. At any rate the Miami Herald reports that telephones started ringing all over Miami, including those of the Cuban Consulate, and considerable confusion existed for a time. And thus, a new aviation hazard was discovered, indicating perhaps that the falling of autumn leaves (or at least leaflets of the tree variety) should be left to Mother Nature.

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### THE NEW FEDERAL AVIATION AGENCY SEAL



An official seal has been adopted by the Federal Aviation Agency in compliance with the terms of the Public Law which created the Agency. The seal, symbolic of the air age, depicts a light green globe, on which is superimposed a gold four-pointed compass rose. A stylized gold wing is on the horizontal axis. On the outer rim within a gold border, are the words "Federal Aviation Agency" and the "United States of America" the phrases separated by two gold stars.

Impressions of the official seal will be used to authenticate material sent to the Federal Register, on transfers of titles, certification of documents going to the federal courts, and similar official material.

The facsimile of the seal will be printed on such documents as on certificates, Agency publications, public exhibits material and airman records.



## PERSONNEL DIVISION

### Reading Development

Two classes were graduated from the Reading Development Course on November 6, 1959. During the four weeks of training, one class registered an average gain in reading rate of 132 words per minute with two per cent increase in comprehension. The other class increased 186 words per minute in speed with a gain in comprehension of nine per cent. The average gain for all classes completing training to date has amounted to 150 words per minute in speed plus two per cent in comprehension.

Averages seldom tell the whole story, however. Some individuals have gained up to 300 words per minute in speed, usually with increases in comprehension of five to ten per cent.

How fast do you read, and with how much understanding? You can check your reading rate by the following formula:

$$\text{Reading Rate} = \frac{\text{Words in Article X 60}}{\text{Time to Read Article (In Seconds)}}$$

The Reading Development Course is offered periodically by the Proficiency Development Branch. The course, at present, meets for one hour and fifteen minutes per day for four weeks.

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If the average man had it all to do over again he probably couldn't afford it.

\*\*\*\*\*

### Responsibilities of a Supervisor

When you were promoted to a new job and for the first time suddenly realized you were a supervisor, it was like stepping out of a familiar old world into a completely new one. You faced an adjustment which demanded a practice of rigid self-discipline. An almost overwhelming desire to use your hands, to pitch in and do the simple tasks yourself, had to be suppressed. You were no longer told every detail, but had to work out many for yourself. You could no longer stand idly by and criticize inefficiencies you saw, for those inefficiencies were suddenly your responsibility. You had to keep records of production and exercise control over it by planning the use of material and application of available skills. If the materials were not available, it was your duty to get them; if the skills were absent, it was your duty to develop them.

All of this seems to be different from what you did as a worker. Such a change is often followed by apprehension and an inner fear that the new supervisor's job is just too big for one man to handle. And so it might be for the man who never quite discovers what his responsibilities are and how he should go about discharging them. But really, this is not so different; for the first step in any job is to discover what you are to do, then find out the best way to get it done. And it

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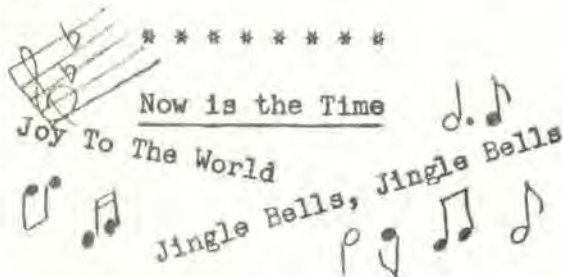
Each second, one landing and one takeoff is being controlled by an FAA Tower somewhere in the U. S. Every five seconds, an IFR flight plan is filed.



(continued)

PERSONNEL DIVISION

isn't as though everything you have to do is completely new and untried, because those ahead of you can pass on to you tips and tricks that they have used successfully over many years.



'Tis the season to be jolly,

There are only a few shopping days left until Christmas, and Christmas will soon be followed by the end of the year. The approach of the end of the year should remind each supervisor that it is time to take a close look at every one of his employees. It is time to begin looking back over their work for the past year. Do you have an employee who has performed every phase of his work in an exceptional manner and deserves special commendation? Do you remember the superior manner in which Joe carried out that difficult assignment? Do you have someone who is clearly head and shoulders above all the others? How many times have you said you couldn't get along without a certain employee? Is the employee outstanding? If so, do you have a record of his outstanding work, or are you depending on memory? With all the rush and press of business, is it fair to your employees to depend on memory?

Now is the time to start preparing for January 31st when performance ratings will be due. Now is the time to evaluate the work of employees carefully. It is the season to think back over the past year and make a few notes to refresh your memory.

Of course, if you have periodically discussed each employee's work with him, and kept notes on the discussions, you are in good shape. When it comes time to assign performance ratings, you will have all the necessary information. You will be able to proceed with the confidence that you can assign every employee a fair and just rating based on his actual performance.

If you have an employee whose work performance has been below the minimum standards and you feel that you cannot conscientiously give him a satisfactory performance rating, he must be given a warning notice at least 90 days prior to the rating date. Normally, this should have been done by November 1st. If, however, you do have such an employee, he can still be given the advance warning notice of unsatisfactory performance, but may not be given an unsatisfactory performance rating until the expiration of 90 days. Here again, records are almost indispensable. Nearly 50% of all advance warning notices must be returned for additional justification. Some must be returned more than once. Check Agency Practice Bulletin 0-3, and Personnel Division Instruction Number 11 for additional information on all phases of the Performance Rating Program.

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Office Geometry??? - A man's usefulness to the company varies inversely with the length of the memos he writes.



## AIR CARRIER SAFETY

### OPERATION OIL BURNER!!!!

Many hours have been spent in relation to the "Operation Oil Burner". Wonder if they thought of the title in connection with the burning of the midnight oil?

\* \* \* \* \*

We anticipate the employment of three new steno's - one each at Miami, Winston-Salem and San Antonio.

\* \* \* \* \*

### EXCERPT FROM A LOCAL NEWSPAPER:

...Since psychologists say there is a death wish hidden in each of us to a certain degree, it is well the FAA continues to act as a policing Agency for pilots, until the day all traffic is under positive control... The industry will not police themselves, it is against human nature--ridiculous to ask for such or expect it. Bless the safety Inspector--he may save your neck!

\* \* \* \* \*

The 16th of November was a cold windy, dreary day and Ana Borbolla fussed about having to go to a Stanley Party - she had rather do this, do that, etc. The Stanley Party really was a surprise party (Stork Shower) attended by all the girls. Was Ana's face ever red??

\* \* \* \* \*

### IN MEMORIAM

Memorial services were held in Miami for our Inspector Sherwood Atkinson who was aboard the plane which was lost in the Gulf of Mexico on November 16. We are all grieved at the loss of a Friend.

\* \* \* \* \*

### WHY NOT BE THANKFUL

The impression left behind by most of us usually just about equals the hole left in a bucket of water after a clenched fist is withdrawn. Man in his incredible ego, has figured out all sorts of fancy reasons for being here, with paradisiacal goals to match. In his cleverness, he has risen to dizzy material heights. Yet, he still is a miserable, tragic figure. All because he has cast aside many precious gems of ancient lore.

As smart as we are, three-score-and-ten is still just about the limit. There isn't a soul alive who doesn't know in his heart that the greatest satisfaction always comes from love for and service to others.

Yet, fools that we are, we envy and hate, and despise and deceive. We pity when we should love. We resent and begrudge when we should respect and admire. Sometimes we are sick in our heads, fascinated by gossip and drool, venerating mediocrity, scorning truth and light. A craftsman these days is a weirdie. Integrity is for squares; tradition, for the birds. But, y'know, to each of us there comes eventually a moment of truth, by the brilliant light of which the answers to many questions become remarkably clear. Long life is a privilege denied to many; but life of any length is an opportunity to share in the marvel of creation. Even if we do nothing but sit there and rot, we enrich the soil, in spite of ourselves. But to the extent that we make use of the faculties with which we are endowed, thus do we gather this glorious experience called life.

I don't know about you, but I'm thankful I'm alive and busy living!  
...Godfrey.

### The Seven Keys to Better Faster Typing

Do you know that Uncle Sam owns and operates nearly a million typewriters? And here's something to think about: If each of Uncle Sam's million typewriters could save a dime or even one minute each day, the Federal Treasury would soon be richer by a million dollars.



## REGION TWO

