FAA HORIZONS

MAY 1963

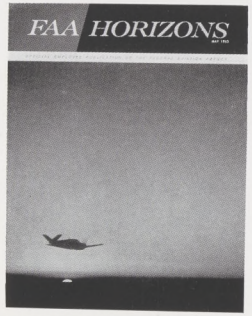
OFFICIAL EMPLOYEE PUBLICATION OF THE FEDERAL AVIATION AGENCY

FAA HORIZONS

FEDERAL AVIATION AGENCY

MAY 1963

FAA HORIZONS, the official employee publication of the Federal Aviation Agency, is published monthly by the Employee Information Division in the Office of Information Services. Articles of interest to employees on an Agency-wide basis are welcome. They should be addressed to: Editor, FAA HORIZONS, ID-40, Federal Aviation Agency, Washington 25, D.C. Tel. No.: WO 7-4600.



COVER: Characteristic to start off the first issue of FAA HORIZONS which is dedicated to keeping all Agency employees better informed, is Beech Bonanza, silhouetted by the morning sun while heading toward horizon. (Beech photo by Jim Yarnell)

Who's Who and What's What

Thoreau once said that "Our horizon is never quite at our elbows," implying that our vision is usually confined to individual perspectives and isolated points of view.

The Agency, almost 90,000 elbows strong, should soon have a different and broader point of view with three new publications: the monthly magazine "FAA HORIZONS," the weekly newsletter "INTERCOM," and the "TELECOM," which will flash messages across the Agency's teletype network when time is critical. These three communications will be prepared by the Employee Information Division within the Office of Information Services on the basis of information supplied by each division of the Agency.

Advance copies of INTERCOM are mailed from Washington every Friday night for delivery to Assistant Administrators in the Regions Monday morning. It is edited by the Assistant Administrators to delete items not appropriate to the region and to add new items of regional significance. The combination of information is published as the regional INTERCOM.

Together, the new publications form an important new tool for the Agency to communicate internally, quickly and easily. They will help dispel any notion that FAA is merely an amalgamation of separate services and regions, rather than a well-integrated organization working in common dedication to air safety.

INTERCOM, as its title suggests, is to be an exchange of information. It is prepared at Washington and regional headquarters but it should stimulate a two-way flow of timely information from headquarters out and from the field back for general distribution.

HORIZONS, where by definition the sky seems to meet the earth, would for that reason alone be an appropriate title for a Federal Aviation Agency publication. But if the horizon marks the limit of what we can see in our world, it does not have to limit our experience, interest, or knowledge. We can extend these horizons through intercommunication and trust horizon with a capital "H" will contribute.

FAA HORIZONS will try to be many things to all, if not all things to many. It will be neither a forecaster nor a judge of Agency activities, programs and plans. HORIZONS is prepared as a journal of the FAA, a collection of news and features that will interest the broadest possible cross-section of Agency personnel, their families, and their friends. News, of course, is a commodity that is difficult to define, but its very name suggests that it is material which has come from the four points of the compass—N-orth, E-ast, W-est, and S-outh. A problem, therefore, is how to prepare a magazine whose material is as interesting on Canton Island as it is in Great Falls.

"FAA HORIZONS," therefore introduces a new format. The magazine will appear in separate editions for the seven regions and the Aeronautical Center. Each will have 20 pages: 12 for national news directed toward all FAA employees, and eight for information of regional interest. The Washington headquarters personnel and those assigned to NAFEC will receive copies of the Eastern Region edition. Because of the inclusive scope of FAA HORIZONS, services and regions will discontinue their former publications.

We hope to disprove Thoreau by offering three new lines of communication. We hope we will be able to see past our elbows, beyond that line where the sky appears to meet the earth, and to make it easier for Agency personnel to share interests, problems and the goal of safe flight.

JAMES T. MURPHY HEADS COMPLIANCE AND SECURITY

A former Special Agent in the FBI has been named the first Director of FAA's newly created Office of Compliance and Security. He is James T. Murphy, who began his federal career in 1951 under J. Edgar Hoover. Mr. Murphy will be responsible for the security of Agency property and information; also for investigating the standards of ethics and conduct of Agency personnel.

His most recent post was Chief of the Reports Division in the Bureau of Labor-Management Reports, Department of Labor. There he supervised the processing, examining, and auditing of reports filed by labor organizations, and developed policies to secure compliance with labor reporting procedures. Prior to that, he was in the same Bureau as Deputy Assistant Commissioner in the Office of Compliance and Enforcement.

James T. Murphy

Southwest Region Boosts Employee Safety Campaign

An all-out safety consciousness campaign is being conducted in the Southwest Region during the first six months of 1963. The campaign, aimed at employees, is based upon the National Safety Council theme "Safety Everywhere—All the Time." This concentrated promotion effort is only part of the total comprehensive accident prevention program in the region. The total safety effort is centered around two program areas—education and promotion, and technical service.

Each month an appropriate safety theme is selected and announced to all employees throughout the region. Posters and literature on the selected theme are also distributed. The themes are usually seasonal.

The Safety Officer provides consulting and guidance service to facility chiefs. He assists them in conducting safety surveys, and recommends solutions for any special safety problems that may exist.

One project was the modification of the anhydrous ammonia system in the Regional Office's printing and reproduction plant. Since 1960, three incidents of ammonia inhalation had occurred among personnel of the Reproduction Unit. The accidents occurred while personnel were attempting to transfer liquid ammonia from small plastic bottles into the tanks of reproduction machines. Upon the Safety Officer's recommendation, tanks are now supplied with ammonia from pressure cylinders placed outside the building. Gas is piped into the machines through a manifold system. Employees no longer have to come in contact with the irritating substance.

Other technical activities include periodic carbon monoxide tests at all sites where internal combustion engines are operated; special studies of the heat problem at TACAN-VOR installations; examination of procedures and equipment used in maintaining and replacing TACAN antennas; investigation of noise problems in equipment rooms; survey of problems in construction and ventilation; monitoring of potential radiation hazards to radar maintenance personnel.

Several special projects are planned for the future. These include an automobile seat belt program; installation of cargo barriers inside Government sedan-delivery vehicles; a regional safety awards program; and a monthly safety bulletin to provide information on various technical hazards.

Saunders Named Manager of Dulles

Arven H. Saunders has been named Manager of Dulles International Airport by the Federal Aviation Agency.

He succeeds William Cullinan, who transferred to the FAA's Eastern Region office in New York City as Chief of the Airport Division.

A veteran of over twenty years in aviation, Saunders has been General Manager of the Greater Cincinnati Airport since 1960. He was Airport Manager at the Raleigh-Durham (North Carolina) Airport from 1953 to 1960.

Troubled With Taxes? Maybe the Solution for Next Year is Here

If the new government salary increases solve many of your financial problems, they may, as you've probably found out, create a few others, particularly in the area of your income tax payments.

Perhaps the most formidable problem the taxpayer faces at the end of the year is finding that the amount of money withheld from his salary was not enough to cover his tax liability. Consequently, to fill up the monetary gap he has to dip into his own savings.

There are two very easy ways to solve this annoying problem without depleting your savings funds; you can use one or both of them.

One method is to drop one or more exemptions on your form W-4 for tax withholding purposes. For each exemption dropped, the amount of tax withheld will be increased by approximately $120 a year.

The other way is to ask the FAA Payroll Office to withhold an additional amount from your paycheck. You may specify any additional amount on line 6 of the Form W-4, provided that the amount is consistent each pay period and is at least one dollar. You can submit your request to the Payroll Office and it will become effective the pay period following its receipt.

By using one or both of these two methods for adjusting withholdings, you will worry less about Federal taxes.

CSC Finishing Relocation Study To Serve as Basis for Proposal

A study that is expected to be used as a basis for justifying legislation to increase relocation allowances is nearing completion by the Civil Service Commission.

In broad terms, the CSC is expected to ask Bureau of the Budget backing in asking for an allowance to defray costs incurred while locating housing; per diem coverage for immediate family; an allowance to cover incidentals such as drapes, curtains and rugs that can't be moved at Government expense and, possibly, a full or partial covering of real estate sale losses.

The FAA has been aware that employee moves generally result in employee losses of money under present law—sometimes as much as hundreds of dollars. It may also result in employee career stagnation because the contemplated financial loss makes bidding to a better position unattractive.

Management Philosophy Given by Halaby

Regional Assistant Administrators, Managers of the Aeronautical Center and NAFEC met in February in Williamsburg, Va., with Washington Office and Service Directors at a three-day Program Review Conference. The meeting was called to discuss the status, problem areas, and future course of selected programs.

Topics included the National Airspace Utilization System, the FAA's responsibilities in Defense Readiness, Aviation Safety, and Airport Planning, including the Federal Aid to Airports Program. They also discussed General Aviation Affairs, Cost-Benefit studies, Manpower Utilization, and the Employee Communications Program.

Some of the action items discussed at the conference were: the emphasis to put all-weather landing systems into the test phases; the necessity for planning simulated attack situations to determine what steps need to be taken to maintain a continuing condition of readiness in emergency situations; equipment for locating aircraft during search and rescue operations; what can be done to assist air traffic control operations with regard to timing and approach on radar equipment; and the key importance of Beacon Transponders in the air traffic system.

The Williamsburg Conference also called for other action items to be carried out by the Assistant Administrators. One of them was for the Assistant Administrators to take the necessary action to resolve certain inconsistencies involving Part 45 and Part 42 Operators. Also, some of the Assistant Administrators were asked to complete a review of Viscount accidents.

Additional items include publishing results of keeping General Aviation District Offices open on weekends; regional assistant administrators' comments on Captain Buck's report; measures for maintenance and operation of aircraft to improve safety; the preparation and release of a factual report on Doppler Navigational equipment; and the submission of an action program on the relationship of CAP and GADO's in defense readiness planning.

• *Administrator Halaby, speaking to Agency officials at Williamsburg, outlined his philosophy of management. Following is a condensed version of his remarks.*

The Federal Aviation Agency is now in its fifth year. It has been, and remains, my privilege to serve as its Administrator for what will soon be half of its concentrated, critical history.

Some of the views drawn from this privileged, sometimes windblown vantage point are worth passing along, not simply because they are mine, but because I have had the opportunity of seeing all of the Agency at work. Think of them, if you will, as standards of management, the views of a man who has become devoted to FAA, committed with you to its continued effectiveness and success.

One Agency

While the FAA is responsible for numerous functions, widely scattered and requiring many professional skills, it is and must remain a single enterprise. Its parts are dependent upon each other and contribute to the achievement of common goals. There is no place in this Agency for those who would foster bureaucratic divisiveness.

Decentralization

Regional assistant administrators have complete authority with respect to Agency operations in their respective areas, subject only to such limitations as the Administrator may impose, including the requirement for adherence to national programs, policies, and standards. Staff officials at Agency headquarters may neither grant authority to the assistant administrators nor withhold it from them. This is a line function. If an assistant administrator has responsibility for a function, he has authority to do what is necessary to discharge his responsibility.

Chain of Command

The principal line of command is from the Administrator to the Deputy Administrator, to Assistant Administrators in the regions, to such other chiefs as the region may elect, to the heads of operating facilities and offices.

Heads of services and offices at Agency headquarters are not in the chain of command to the regions. As staff officers they develop national program guides, policies, and standards. They have the right and duty to inspect and evaluate regional operations. They have the duty to counsel, advise and provide technical assistance to the regions. They have no right or authority to order or reprimand or in any way coerce the regions. Theirs must be the authority, not of command, but of superior technical competence, Agency-wide perspective, and persuasion. Furthermore, in the exercise of supervisory authority, there should be no by-passing of a supervisor. If this becomes necessary very often, the one needing to be by-passed needs to be eliminated. If an emergency requires deviation from this principle, the supervisor who is by-passed must be notified as soon as possible and normal lines of command restored.

Management A Line Responsibility

The staff specialists in various aspects of administration have no function except to assist the line in the discharge of its management responsibilities. Staff specialists cannot assume this responsibility. Neither can line officials transfer it to them. This means that promotions, salary changes, disciplinary actions—for example—should always be handled by the supervisor immediately superior to the employee concerned. Although a supervisor should know when to call upon staff personnel for advice and technical assistance, the practice of referring unpleasant personnel matters to "Personnel" for decision cannot be tolerated. A manager must manage. This may mean he will have to be unpleasant at times. But we are not running a popularity contest in this Agency, and a man will not be judged on how genial but how effective he is.

Accountability

No member of the FAA should be expected to divide his loyalty between two supervisors with different interests. No employee or supervisor should ever be expected to be simultaneously a subordinate of and critic of another. His obligation is to his immediate supervisor.

Shared Responsibility

Notwithstanding the structure of the Agency and the lines of command, however, the fact that FAA is one Agency signifies that line and staff personnel have interests in common. Both are interested in effective management and conduct of the Agency's programs. It follows that, while each must respect the other's province, more is to be gained by cooperation and collaboration than by overly zealous attention to the niceties of rights and privilege.

Communication

Every supervisor should be sure that his people get "the word" from him and not from a third party or from outside the organization. FAA is a far-flung organization. Keeping it knitted together in one organization, one Agency, requires a constant flow of information, in both directions, between all levels.

Initiative

One of the challenges of management in the FAA is that of promoting initiative and innovation without jeopardizing the integrity of national systems. An open mind, effective channels of communication between employees and their supervisors, a willingness to listen—no supervisor can afford to be without these. On the other hand, change for the sake of change is wasteful. The tendency to assume, for example, that reorganization is always the best means of solving any problem is not sound.

Dedication to Agency Mission

The FAA is in the profession of safety. It must furnish protection to the public, with reasonable convenience, at reasonable cost. This means that it must use its resources in a manner that will yield the best results. The Agency's employees are its most important resource. But overriding all other considerations are the needs of the Agency. Employees must recognize this fact and be willing to accept transfer or reassignment in accordance with program requirements.

Respect for Human Dignity

While the welfare of the Agency must always be paramount to the convenience of an employee, management must recognize, in all its thoughts and actions that employees are human beings first and employees second. This means that they must be treated with respect, regardless of their place in the organization. Each employee should be given a clear understanding of his duties and the performance expected of him. He should be made accountable to a single superior, who should counsel and assist him as well as direct him in his work. If he is to be criticized, this should be done in private so that he will not lose prestige with his equals or employees of lower rank. Criticism should be honest and firm but constructive and humane. It should go without saying that every employee must be judged on the basis of his conduct and his performance in his job.

Cost Consciousness

It is a mistake to assume that, because the safety of human lives is of such importance, cost is not of great importance. For no agency has a right to unlimited resources, and this means that we must get maximum benefit of every tax dollar appropriated for our use. With this in mind, I have made it the policy of FAA that the performance of supervisory and management personnel will be evaluated not alone on the basis of program achievements but also on the economy of manpower and other resources going into these achievements. I intend to enforce this policy.

Appraisal and Improvement

To remain vigorous, every organization must practice continuous self-improvement. One of the things that is necessary for improvement is a systematic method for appraising past performance. This has three aspects, all important. One is appraisal of organizational performance. Another is appraisal by a supervisor of his subordinate's performance. The third is self appraisal. These should be continuous processes.

Public Information

However efficiently and well we carry out our responsibilities, we are going to fall short of success unless we seek and win public understanding and cooperation for our efforts in their behalf. What the people of the country think of the Agency is important. Part of our job must be to make sure the public does know and understand what our job is and how we are fulfilling our responsibilities.

As we grow in understanding and mature in experience in this young Agency, I am confident that we will continue to improve our management and utilize the benefits of that improvement. There is need that we do so. There lies ahead a period of risks, and at the same time of great prospects, in national aviation. We are not yet in full command of the airspace and our problems are growing. We are in the midst of a revolution in technology, and this has never proven easy for those directly involved.

To make aviation as safe and efficient as humanly possible within the limits of the resources available to us is a challenge worthy of a career, a life time.

We will need a full measure of dedication. But in our regard for the United States, care for our government, and pride in our organization, I am sure that we will find the inspiration which at the end of each day will permit us to feel, "the public is better off now than it was this morning."

Control of the SST in High Density Areas to be Studied by FAA, NASA

The Federal Aviation Agency and the National Aeronautics and Space Administration are planning a joint study of supersonic aircraft operations, using NASA's flight simulators and NAFEC's air traffic simulators. The experiments will focus on air traffic control on high density routes and in terminals.

Initial stage of the program, scheduled to begin early in May, will last six to eight weeks. Data collected will provide initial programming for a new supersonic transport flight simulator presently nearing completion which will be installed at NASA's Langley Research Center, Hampton, Va.

A four man crew will "fly" the Langley simulator and NAFEC personnel will "control" it, using telephone and landlines.

In addition to air traffic problems, the Langley center will investigate a number of other SST design areas, including cockpit displays, flight control systems, operational techniques, and crew requirements and procedures.

The study is expected to run through 1964.

High Official Conduct Standards Are Spelled Out in Agency Order

In order to assure the integrity of Agency operations, to promote compliance with applicable laws, policies and regulations, to avoid even the appearance of impropriety and to safeguard public confidence in the FAA, the following policy is hereby prescribed:

"The highest possible standards of integrity and ethics in official conduct are to be promoted and maintained by all employees and representatives of the FAA."

The above policy is prescribed in AO 1000.1 of July 3, 1961. This order has to do with employees or representatives accepting fees, compensation, gifts, payment of expenses, or any other thing of monetary value. It also precludes involvement in any outside activity not compatible with the full and proper discharge of the responsibilities of an employee's office or position.

The head of each organization segment of the Agency is responsible for maintaining this policy.

The Administrator has directed that all violations of this policy are to be promptly reported to the Director, Office of Compliance and Security.

John Irish to Peru at State Department's Invitation

John P. Irish, veteran of FAA's International Service, has been appointed to the newly established post of Civil Air Attache in Lima, Peru. He previously served there for four years, 1956-1960, as Chief Adviser in the CAA/FAA International Field Office.

Irish is the first FAAer to be recruited under an informal agreement made recently between the Department of State, the CAB and the FAA to cooperate in securing qualified men to represent the United States in foreign countries as transportation and communications officers and civil air attaches. Actual appointment of candidates is the prerogative of the State Department, however.

A pilot with many flying hours, Irish was in the Navy from 1939 to 1946 and is in the Naval Reserve program. He has been an FAAer since 1947 in positions dealing chiefly with international matters.

Irish received his BA degree while attending the University of Illinois.

Airline Executives, Pilots Get Aviation System Basics

Airline executives and pilots are flocking to Oklahoma City to take advantage of FAA's new short course on the National Aviation System. As of May, four groups, averaging 18 members had completed the five-day seminar. Classes are scheduled through June.

Object of the course is to give airlines and airline pilots a better understanding of the Federal Aviation Agency, its philosophies and policies, and how it operates behind the scenes; to show them first-hand that melting the various elements—airspace, NAVAIDS, airways, airports, research, rules and procedures, etc.—into a coordinated national system can advance the cause of aviation safety.

The course as presented was developed through the cooperative efforts of headquarters personnel and the FAA Academy Staff. Before it was formally launched by the Administrator at a dinner for the first participants, 17 FAAers from Washington and the Regions took it on a test run and found it ready.

The following airlines are taking part in the program: American, Bonanza, Continental, Mohawk, Northeast, Overseas National, Pan American, Seaboard World, South Pacific, United, West Coast, World Airways, Trans World, Trans Texas, Trans Caribbean; also, the Airline Pilots Association.

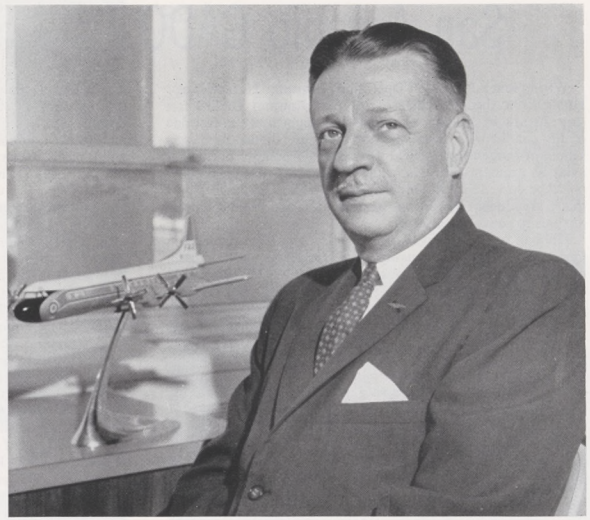
G. E. Researches High Altitudes

Ozone concentration; solar, cosmic, and nuclear radiation levels; nitric oxide and ultra violet transmissions at high altitudes are being studied by the General Electric Company under an FAA contract.

Information gathered will be used to further the research program now under way in connection with the supersonic transport.

The contract further calls for analyzing other natural phenomena that could be hazardous to aircraft flying between 45,000 and 100,000′ altitudes, and material which would affect the SST design, operation, and equipment.

The Marks of a Leader



While no organization can survive if it has more chiefs than Indians, our operation does require a greater number of chiefs than most. Our work must be performed by many small groups scattered over a wide geographic area, and at the head of each little group, there must be a leader. Our need for good leadership is constant and growing, and we are always on the look-out for the qualities that suggest its potential presence. When we find these qualities, we try to encourage their development.

What are the qualities of a potential leader? Perhaps you have heard it said that "leaders are born, not made". There are, indeed, certain inborn qualities that are often found in these people—a commanding figure, an arresting voice, natural eloquence, a winning personality. Such qualities are helpful, if you happen to have them, but they are not absolutely necessary. Leadership is a skill that can be learned, provided one has the ability and the desire to learn it.

One of the first marks of an up-and-coming leader is superior knowledge, or at least the ambition and eagerness to acquire it. Some people are content to know just what they have to in order to get their job done. Then there are others who always want to know a little more than that, and who will go out of their way to learn a little more. These are the people who are on their way toward becoming leaders.

Willpower is another mark of the potential leader. There are times in everybody's job when things go outrageously wrong, and frustrations mount up to the breaking point. Under such conditions, it is well-nigh impossible to keep from showing disgust, irritation, or even anger. Some people, however, can face discouraging situations with calmness and restraint. Instead of wasting their energy on useless raving, they use it constructively to seek out solutions. It takes courage and fortitude and willpower to discipline oneself to proceed calmly and resolutely in spite of extreme difficulties. Those who succeed in doing this have the makings of leaders.

Still another characteristic of the possible leader is self-confidence, which we must have if we are to gain the confidence of those we would lead. Self-confidence is the outgrowth of self-knowledge—an honest, objective appraisal of our own abilities. We must know our limitations, to be sure, if we are to have confidence in ourselves, but we must take care not to sell ourselves too short. A too-conservative self-appraisal is just as bad, if not worse, than being a know-it-all. The smart-aleck can never do much harm, because everybody recognizes him for what he is. But when lack of self-confidence takes cover under false modesty, it is much more difficult to detect. Ability can pass unnoticed, with great loss both to the individual and to his organization.

Newton's first law of motion, a basic principle in physics, presents a rather interesting explanation of initiative, which is yet another yardstick of leadership potential. The law states that objects in motion tend to keep on moving, while those at rest are inclined to stay there, unless some force intervenes. This basic law holds true not only of physical objects, but of people as well. Those whose initiative constantly impels them to "get up and go" may have to be restrained at times, to keep them from going off in the wrong direction. But it is much easier to guide a mover and doer in the right direction than it is to prod an "object at rest" into action. It is the movers and the doers who become leaders.

If leadership is to be effective, the leader must have the loyalty of his followers. And this he cannot earn except by disregard of self. The person who faces each new situation not wondering what he can get out of it, but rather, what he can put into it—this is the fellow who can rise to leadership. If a leader puts his own interests first, his followers will take his example and put their interests first. The results of such uniform self-interest will be discord, disunity, and ultimately—failure.

When a leader must assign a difficult and unpleasant task, he will get much better results by saying, "I know how hard this will be for you, but I'm counting on you," than by saying, "You'll do this or else." You can force people to follow you, but you can never get them to follow you willingly unless they know you care about their thoughts and feelings. This is the quality of empathy—being able to project yourself into the other fellow's position and to see how he thinks and feels, even if you don't feel the same way yourself. He who refuses to develop this quality can be a successful tyrant, but never a good leader.

As I said above, we can't all be leaders; there aren't that many leadership opportunities available. We can, however, strive to develop the qualities of leadership so as to be sure of consideration when leaders are chosen.

Archie W. Sprague

Assistant Administrator
Southwest Region

San Antonio GADO Sets Safety Pace

When General Aviation Operations Inspector H. S. (Hank) Hubbell, Jr., became chief of the San Antonio GADO last year, he saw in this new assignment an opportunity to test one of his pet theories. There was at one time in the Agency a school of thought which held that a certain number of general aviation accidents were inevitable, and that little or nothing could be done about it. Hubbell, however, has always believed that a great deal can be done to prevent accidents, and he was anxious to prove his theory.

Hubbell found an eager associate for his safety crusade in General Aviation Maintenance Inspector R. C. (Bob) Royal, a veteran of some 17 years' service as a CAA/FAA general aviation inspector. Together, Hubbell and Royal have been devoting an average of 20 hours a week of their own time to their safety project, with occasional assistance from the six other inspectors at the facility. Hubbell believes most general aviation accidents are caused either by lack of information or by risk-taking on the part of pilots. By teaching safe procedures to pilots, and by impressing on them the folly of "trying it just this once," Hubbell believes the accident rate can be sharply reduced.

Upon the invitation of pilot groups, fixed base operators, aero clubs, Chamber of Commerce aviation committees, and other aviation-minded people, Hubbell and Royal conduct safety meetings throughout the San Antonio district, which extends from the Rio Grande northward to Temple. Although each GADO is required to conduct only four such meetings a year, several offices, such as Oklahoma City and Houston, are exceeding this minimum requirement. Hubbell and Royal set themselves a goal of one meeting a week. Since July, 1962, they have held more than twenty meetings, speaking before a total of more than 1,400 pilots and aviation enthusiasts. Since the word has gotten around that the two inspectors are available to hold meetings, requests have been pouring in at such a rate that they could easily hold a meeting somewhere every night, if it were humanly possible. "As it is," Hubbell explains, "our wives are already referring to themselves as 'aviation safety meeting widows.' "

San Antonio GADO staff: Maintenance Inspectors F. L. Long and S. A. Moyik, Operations Inspectors F. K. Schoolcraft and H. C. Olson, Clerk-Steno Shirley Sammons, Secretary Ottiss Patterson, Chief Inspector H. S. Hubbell, Operations Inspector G. W. Grant, Maintenance Inspectors R. C. Royal and H. B. Abe.

We had a chance to watch Hubbell and Royal in action recently at a meeting held in Temple, Texas. Hubbell, who numbers cartooning among his several talents, had sent out an illustrated announcement to all pilots, fixed base operators, and aircraft owners in the area. More than eighty turned out for the meeting, including 27 private certificate holders, 25 student pilots, 11 with instructor or commercial ratings, three mechanics, a couple of skydivers, the local Civil Air Patrol unit, and a surprising number of non-pilots (one of whom listed his rating, hopefully, as "future pilot"). Half a dozen nearby towns were well represented, in addition to a good turn-out from Temple.

Though the general topic at all the meetings is aviation safety, a slightly different program is offered at each meeting. At the Temple meeting, Hubbell spoke on the aerodynamics of twin-engine aircraft, liberally illustrating his comments with blackboard drawings. He included in his talk a detailed explanation of the relative wind phenomenon, which several pilots stated they had never understood before. The FAA film, "One Eye on the Instruments" was shown, which promotes the Agency's Blue Seal program (minimum instrument proficiency for noninstrument rated pilots.)

Inspector Bob Royal took the floor to discuss preventive maintenance. He pointed out that although current regulations permit pilots and aircraft owners to perform certain routine maintenance tasks themselves, it is often wiser to have these so-called simple tasks done by a certificated A & P mechanic. He proceeded to cite examples from official CAB reports where improper maintenance had been a causative factor in an accident. In most cases, the work had been done by an unqualified mechanic. "Trying to save a mechanic's fee can be penny-wise but pound-foolish business," Royal told the group. "Unless you are a qualified mechanic, you may be risking the loss of your aircraft, and perhaps your life as well."

In the question-and-answer session concluding the meeting, several pilots asked about violations. Inspector Hubbell expressed an opinion that many violations are unintentional, and pointed out that FAA inspectors always want to hear the pilot's side of the story before submitting a report. Where emergency conditions or other circumstances beyond the pilot's control are concerned, he continued, it is possible that the pilot will not be charged with a violation. Hubbell stressed, however, that any pilot finding himself on the verge of a violation should promptly report his situation to the nearest FAA facility. This can result in his being charged with a lesser violation, or even no violation at all, depending on the circumstances.

While FAA people will go out of their way to help a pilot, Hubbell noted, they are also charged with enforcement responsibilities. "Although the public servant's role is more attractive to us than the policeman's," he continued, "we have to be both. Regulations, after all, were made to protect the entire public, not just to harass pilots. What we would like to do, of course, is to prevent violations in the first place. With your help, we can do this." Hubbell went on to point out that those present were not the ones who most needed to attend such a meeting. He called on every individual in the group to carry the message of aviation safety to his fellow pilots. "There aren't enough of us to get around to every pilot in this disrict," Hubbell remarked. "You can help us by becoming apostles and preaching the gospel of safety to your associates."

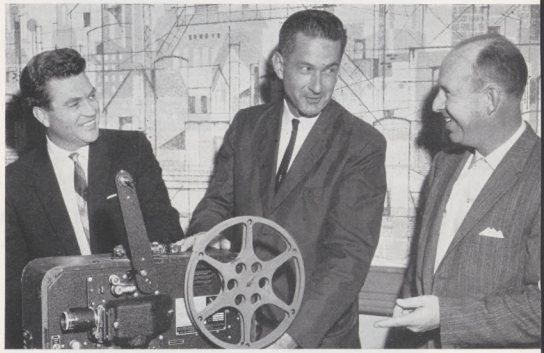
Photo shows some of the 80 pilots who attended Temple safety meeting.

Pilots stay after meeting is over to discuss problems with Inspector Hubbell. From left are Hubbell, Bill Childers of Temple, Dorothy Farmer, Bill Meares, and Ray Farmer, all of Killeen, Texas. Both Farmers are flight instructors.

Maintenance Inspector Fritz Long, speaking briefly on the importance of having an inspection after any major alterations, reads one of the early-day passenger's account of some ludicrous experiences with improvised lavatory facility.

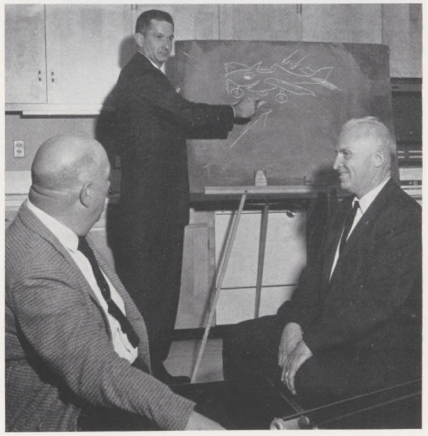
After the meeting, we had an opportunity to talk with Hubbell and Royal about their "hard sell" program for aviation safety. Though it's still too soon to draw any conclusions about the program's effectiveness, they told us, a list is kept of all who attend the meetings. When an accident occurs, the responsible pilot's name is checked against this list. So far, no one who has attended one of the meetings has later been involved in an accident. Hubbell and Royal believe this is more than coincidence.

The greatest benefit realized so far from the program, the two inspectors told us has been a tremendous increase in good will towards the Agency. Gone are the days when the FAA inspector's arrival at an airport was the signal for pilots to make themselves scarce. An inspector's ability to generate good will is a major factor in his success, the San Antonio men believe. It makes his job of preventing accidents and saving lives much easier.



J. D. Verrell, right, the aviation committee chairman of the Temple Chamber of Commerce, discusses local flying situation with Inspector Hubbell, center, and General Aviation Branch Chief E. D. Jacobson from the Regional Office.

Hubbell illustrates relative wind problem as Inspectors Long and Royal look on.



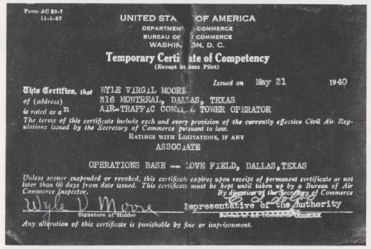
Moore, in the early 40's, left flying for an ATC career which started at Love Field (below). Today (right) as he is at Redbird Tower.

As instructor in 1929, Moore used this Curtiss Robin.

Moore piloted six-passenger Lockheed Vega in '30-31.

Leaders in early commercial and military aviation are displayed in Moore's trophy room. Here he surveys photos of airline pilots who received their first flight instructions from him.

REGION'S OLDEST CONTROLLER RECALLS EARLY FLYING



Form AC 80-7 11-1-47

UNITED STATES OF AMERICA

DEPARTMENT OF COMMERCE
BUREAU OF COMMERCE
WASHINGTON, D. C.

Temporary Certificate of Competency
(Except to Date Pilot)

This Certifies, that WYLE VIRGIL MOORE Issued on May 21 1940
of (address) 316 MONTERAL, DALLAS, TEXAS
is rated as a n AIR-TRAFFIC CONTROL & TOWER OPERATOR

The terms of this certificate include each and every provision of the currently effective Civil Air Regulations issued by the Secretary of Commerce pursuant to law.

RATINGS WITH LIMITATIONS, IF ANY

ASSOCIATE

OPERATIONS BASE — LOVE FIELD, DALLAS, TEXAS

Unless sooner suspended or revoked, this certificate expires upon receipt of permanent certificate or not later than 60 days from date issued. This certificate must be kept until taken up by a Bureau of Air Commerce inspector.

By direction of the Secretary of Commerce

Wyle V. Moore Representative of the Authority
Signature of Holder

Any alteration of this certificate is punishable by fine or imprisonment.

In the early days of air traffic control, tower operator's certificate was rare distinction in some areas. In the early years of his CAA career, Moore was Albuquerque's only ticket-holding controller.

Wyle V. (Pop) Moore was 65 on February 26 of this year. Currently controlling traffic at Redbird Tower in Dallas' Oak Cliff section, he is the oldest active controller in the Region, and probably in the nation. Ask him if he's ready to retire and he'll laugh at you. "I'm having the time of my life," he'll tell you. "As long as I can do a good job and pass that physical, I'll be around. I love it."

Pop's love affair with aviation began 45 years ago on a grass strip that is now Dallas' Love Field. An Army Air Service colonel gave him a ride in an OX-5-powered Jenny, and some two and a half hours later, he soloed. He has been going strong in aviation ever since. He has barnstormed all over the country, flown for an airline, instructed both civilian and military pilots, done observation flying for the Weather Bureau, and served as personal pilot for Winnie Mae Hall, whose father sponsored Wiley Post's round-the-world flight.

Pop can relate many tales about the early days of aviation. "In the old days," he told us, "a pilot had to be very ingenious and completely self-sufficient. He had to be an airplane mechanic and a super-salesman, and in addition, he had to be mighty lucky. We had no flight maps, no navaids, no regulations, and very few airports. Air traffic control was strictly a matter of 'light gun and luck'.

"Our instruments consisted of a dollar watch on a leather thong, a carpenter's half-moon level, and a railroad map. You took a piece of chalk and marked down the center of the instrument panel, then thumbtacked the watch thong to the top of the chalk line. The carpenter's level was mounted where you could see it, and presto, you had a turn and bank indicator. Then you grabbed a railroad map and were ready to go. Today's pilot's are a different breed—better educated, better trained, and with better equipment—but I'll bet they aren't having as much fun as we had."

Once Pop flew for a Kansas City manufacturer who was attempting to go into production on a folding-wing aircraft. Pop's job was to fly an experimental model of the plane all over Texas and solicit orders for it. He had a hot prospect in Bryan, and took the plane down to give the potential customer a demonstration ride. Unfortunately, the landing gear collapsed when he set down at Bryan. He took the damaged gear into town to get it welded back together, and while there, tried to hire a flatbed truck to haul the plane to an airmail landing strip five miles from town. The truck owner, however, wanted $35 for the job, so Pop got permission from the chief of police to taxi the plane through downtown Bryan. On the way through town, he stopped in front of the hotel, parked the plane, and went in for lunch. After lunch, he continued up Main Street, taxiing all the way out to the landing strip, where he took off and flew to Kansas City. Upon landing at Kansas City the gear collapsed again—and so did the company a short time later.

As might be expected, Pop has had his share of close shaves and narrow escapes. Back in 1926, when he was hopping passengers around Denison, Texas, in a clip-winged Jenny, his water line broke and he had to set down in the nearest open space, which happened to be a cemetery. He took a rope (standard equipment), tipped the plane up on its engine, and repaired the break. Then he got some boys to help him haul the plane out onto a road, and he was back in business again.

On another occasion, while he was instructing for the Air Corps in Florida, he spun in from 3,000 feet in a Hisso Jenny, and both he and the student lived to tell the tale. They landed upside down in the Gulf of Mexico, and although Pop claims he isn't a very good swimmer, he managed to out-distance some hungry sharks who were out looking for lunch.

On yet another occasion, he was teaching a friend how to spin in a Travelair OX-5 (without parachutes). They spent a whole afternoon doing one spin after another. Shortly after they landed, an aileron fell off the plane. We asked Pop how he had managed to survive so many near-misses. He replied that the Good Lord has always taken care of pilots, and has taken especially good care of him.

Twenty-one years and almost 11,000 flying hours after his first flight, Pop Moore traded his cockpit for a control tower. He was one of the first five controllers to work in the 40-foot wooden tower which the City of Dallas opened at Love Field in 1939. Two years later when this tower was taken over by CAA, Pop was transferred to Albuquerque for a time, where he was the only man with a tower operator's certificate. He returned to Love in 1943, where he remained for 19 years. When Redbird Tower was commissioned last year, Pop requested and got a transfer to the smaller facility.

In his "aviation room" at home, Pop has a large collection of trophies and mementoes collected during his long career. The walls are covered with pictures tracing the complete history of aviation. He has pictures of all the old aviation pioneers, plus models of the various types of aircraft he has flown. One wall is lined with pictures of pilots who were once his students, and a corner is devoted to VIP's—aviation industry executives who are his friends of many year's standing. He has numerous citations received down through the years, but is proudest of his 1929 Air Service pilot certificate signed by General Billy Mitchell. Another favorite trophy of more recent vintage is a plaque presented to him by the Air Traffic Control Association at their 1960 convention in San Francisco. ATCA honored him at a banquet commemorating his more-than-40 years of oustanding achievements and contributions to aviation.

Pop still holds current airman certificate NR-7311, but says he's leaving flying to young pros. Meanwhile, he's busy doing the next best thing—talking to pilots from Redbird Tower.

HOWARD AERO'S MODEL 500 AIRCRAFT IS ISSUED A CAR 4B TYPE CERTIFICATE

After years of testing, Howard Aero's Model 500 aircraft, shown below, has been issued a CAR 4b type certificate by Flight Standards Division. The craft, which has a pressurized cabin, is powered by two Pratt and Whitney CB-17 engines developing 2,500 horsepower each. It has a gross weight of 34,000 pounds, cruising speed of 310 mph, and altitude ceiling of 25,000 feet. Thousands of hours of operating experience applicable to the Model 500 were gained with a similar craft manufactured by Howard Aero. The Howard company plans to manufacture Model 500 at its San Antonio plant.

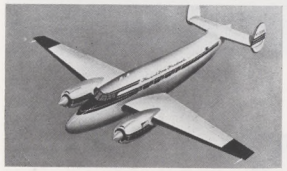


Photo shows model of Howard Aero Model 500 plane.

Chief of Flight Standards A. L. Coulter, second from right, presents a type certificate for Howard Model 500 to D. Howard, president of Howard Aero, Incorporated, while the company's executive vice-president T. Carmichael, far left, and Engineering and Manufacturing Branch Chief Herb Slaughter, far right, look on.

Flight Standards personnel participating in Howard 500's certification program were C. L. Stoner, project engineer; C. J. Archer, electrical; L. N. Bass, systems and equipment; E. J. Rudder, flutter and vibration; R. M. Bolsenga, propulsion; J. W. Davidson and S. N. Grayson, flight test; C. A. Bundy, manufacturing inspection. The board consisted of Engineering and Manufacturing Branch Chief H. H. Slaughter, Airframe and Equipment Section Chief C. G. Biesemeier, Propulsion Section Chief F. T. Melton, Flight Test Section Chief J. D. Ludwig, and Manufacturing and Inspection Section Chief R. J. Curry.

Assignments to 93 Results From Phasing Out El Paso and St. Louis Centers

Ninety-three personnel, mostly ATC specialists, are being assigned to the Fort Worth Center and 48 more are being assigned to Albuquerque Center between now and June 23. Reassignments result from phasing out El Paso and St. Louis Centers, and extending territory to be covered by Fort Worth and Albuquerque.

To Fort Worth from St. Louis on March 3 were ATC specialists James A. Chancellor, Glenn D. Coffman, Jake A. Earney, Kenneth A. Frank, Francis J. Frantz, Richard L. Holmes, John D. Layton, Jr., James D. McDaniel, William G. Melton, Jr., Harvey A. Pickard, Bill J. Porter, Donald L. Russell, Leonard R. Smith, and Marvin D. Spiller, Controller trainees Ruben Gonzales, Gerald L. Landes, and Billy F. Walker reported to Fort Worth from El Paso.

Also from El Paso reporting to Fort Worth on March 31 were controllers: Harry W. Bell, James M. Blain, Otto Blum, Jimmy W. Brewster, Robert W. Brown, Joseph L. Buscher, T. L. Carter, Ralph M. Chadwick, Emmett J. Elkins, Earl G. Hawkins, Jr., Charles H. Jenkins, Walter A. LeBlanc, Jefferson D. Lee, Jr., Victor L. Leighton, Roger B. Leveritt, Luis J. Lopez, Jerald H. Morgan, Laurance E. Myers, Clarence E. Neel, Frederick M. Pease, John E. Tweedell, and Gerald R. Tuso.

Reassignments to Fort Worth from St. Louis on the same date were controllers James L. Bradley II, Ronald E. Bragg, Glenn O. Chance, Allan N. Crocker, George W. Fields, Richard J. Foster, Laurel E. Gay, James F. Gerald, Charles R. Hayes, Melvin J. Heinz, Robert C. Hoover, John E. Kasukonis, Marvin C. Kummer, Kenneth J. Lesinski, Gerald D. Musselman, Michael R. Noonan, Phillip H. Pelton, Paul C. Polete, Ralph D. Turley, James R. Wacker, James T. Waisner, and Byron I. Zirkle.

To Fort Worth from El Paso April 28 were controllers Bobbie K. Barnes, Lloyd A. Graham, Bobby D. Hardin, Dwain L. Lankford, Hut H. Lockhart, Billy J. Metzger, Melvin C. Michaud, Ernest M. Millican, Jr., Douglas S. Morris, Alton T. Paulk, William S. Smith, Russell D. Stephens, and Robert S. Winn.

From El Paso to Fort Worth June 23, are controllers John C. Duke, Jr., Gene H. Flewellen, Gail E. Goodin, Stanley K. Harper, James R. Horton, Frank S. Rawls, Walter T. Scott, Buck C. Steelman, Teddy S. Stephens, John F. Trotter, and teletypist Fred A. Nabhan.

Systems Maintenance personnel to Fort Worth ARTCC Sector March 1 were Archie Dodson and James T. Osborn, both from Dallas, and Billy Allred from Lake Charles. Harold Sedwick and Roberta Barron report from El Paso May 1.

Controllers to Albuquerque from El Paso May 12: Jimmie D. Bennett, Raymond C. Berry, Cecil J. Harms, Charles M. Howell, William R. Kampe, Otho E. Lusk, Jeff D. Martin, Jr., James A. Sawyer, John J. Turner. El Paso controllers to Albuquerque June 23: John L. Connell, James H. Gary, Richard J. Jenness, Vaughn G. Kankey, Derrill D. McCain, Jr., J. Harvey Anderson, Doyle P. Bailey, Allen C. Bibens, Joseph H. Borders, Ralph D. Snowden, Theodore R. Stablein, Peyton Skipworth III, Alvin S. Seales, William H. Short, James M. Vardeman, Robert W. Walkup, Robert E. Davis, Carmen P. DeFranco, James E. Honeycutt, Harry O. Rutherford, John H. Whitfield, William T. Innmon, Lloyd A. Winsworth, Floyd G. Alden, Jose F. Martinez, Carl M. Milam, Jr., William A. Oden, Jr., Raygen A. Pyle, Jr., Joseph V. Price, Donald R. Solomon, Ronald Schlosser, Lacey J. Bagley, Charles S. Tuberville, Joseph C. Robinson, William H. Wheeler, Celeste K. Gilley, Terry M. Carson, John L. Parke, David Gonzales.

Coordinators Serve Vital Function

As you are probably aware, there is an area coordinator at every location in the Region where there are three or more FAA facilities. He is a local facility chief or district office head appointed to act as the Assistant Administrator's representative in that area. His area coordinator duties are collateral to his responsibilities as facility chief or office head, and though he holds no line authority over the other facilities in his area, he frequently consults with other facility chiefs.

At least once a month, the area coordinator convenes a meeting of local facility chiefs for the discussion of common problems. The Assistant Administrator receives a report of the meeting outlining items discussed, understandings reached, recommendations offered, and action planned. Thus it is often possible to solve local problems at the local level.

Since the area coordinator is occasionally directed to represent the Assistant Administrator to state and local officials or industry representatives, he is kept informed on program and policy matters. Through him, the Agency presents a unified position to the public.

Next month, we will begin introducing to you the Southwest Region's twenty-two area coordinators in a new feature, "Meet Your Area Coordinator."

New Employee Guide Is Published

The Southwest Region's Personnel and Training Division has recently published a 39-page guide book for employees, containing general information on a variety of topics pertaining to FAA employment. The Employee Guide covers such subjects as FAA organization, selection and appointment, responsibilities of Federal employment, pay, leave, group life insurance, health benefits, recognition and awards, occupational safety and employee compensation, and grievance and appeal procedures. Although prepared primarily for new employees, the Guide has been distributed to all employees.

Recently Released Film Available

A new film, "One Eye on the Instruments", has recently been released by the Agency and is available upon request. The 15½-minute 16mm sound film, in color, is designed to encourage general aviation pilots to take advantage of the Agency's Blue Seal program (minimum instrument proficiency for non-instrument-rated pilots). The film may be obtained by submitting Form FAA-2611 to AC-142.1, P.O. Box 1082, Oklahoma City, two weeks prior to showing date.

REGION GETS QUEENAIR

General Aviation Branch Chief E. D. Jacobson is shown here looking over our new Beechcraft Model 80 Queenair, a six-place light twin aircraft recently lease-purchased for the Southwest Region by the Washington office. The pretty little bird, which has instrumentation as extensive and complex as a big airliner's, replaces the older Beechcraft C-45H (Twin Beech), currently being removed from Agency programs. According to Aircraft Management Branch, the Queenair has a cruising speed of 200 mph, fuel range of 900 miles, and altitude ceiling of 29,100 feet, which makes it just about right for the size and needs of the Region. The craft is being used for executive and group transportation, program evaluation, and flight proficiency. Mr. Jacobson's Branch is in charge of pilot qualification in the new aircraft.

CENTERS TO HAVE MEDICAL KITS

Defense Readiness Chief Elmer A. Addington, Jr., left, and Assistant Regional Flight Surgeon Robert L. Cohn, M.D., are visiting ARTC Centers in the Southwest Region to instruct personnel in the use of the Phase I medical kit. The kit, which was designed by the Air Force, contains first aid and medical supplies sufficient to treat 100 persons for the first 72 hours following a nuclear attack. Kits are going in Centers as part of the Region's Defense Readiness program.

REGIONAL NEWS BRIEFS

A recent visitor to the Shreveport SMS was Mr. Nguyen Dinh Long of Saigon, Vietnam. Mr. Long is Chief of the Engineering Communications Section of Vietnam's Directorate of Civil Aviation. He served a two-week tour of duty at Shreveport under the direction of SMS Chief Ralph C. Payne. During this time, Mr. Long had an opportunity to become familiar with equipment planning, layout of interphone circuits, and wiring standards. He observed installation and engineering practices, and participated in audio runs on RCAG control lines.

Prior to his Shreveport assignment, Mr. Long had completed the Communications Equipment course at the FAA Academy, and has since returned to the Academy for a three-week course in instructor training. Before returning to Vietnam, he will be assigned to New York International Airport for a ten-week period of observation and training.

Five FAAers from San Antonio Center are demonstrating physical fitness by participating in a 12-day, 200-mile canoe marathon race from San Marcos to Corpus Christi. Billy D. Blakely, Michael Fowler, Don Dollar, Carl Mauldin, and Edward J. Helton make up the group, who are paddling through log jams, dams, rapids, and a final hundred-mile stretch of open sea. The five men predict they will finish the race in a week's time.

SMS Chief W. L. Richey and FSS Chief Cecil F. Lakey, both of Truth or Consequences, N.M., have assisted in the formation of the Sierra County Pilots' Association, a non-profit organization dedicated to the betterment of general aviation. The new group has held three monthly meetings so far, with speakers, question-and-answer sessions, and aviation films making up the programs. Since the group was organized, in-person preflight briefings have increased noticeably, and improved use of radio procedures has been noted. Both the quality and the quantity of inflight and post-flight pilots reports have risen. The group is currently attending a weekly class in VOR navigation, conducted by Mr. Lakey.

A San Antonio Center controller was recently experiencing great difficulty in maintaining radio contact with an aircraft. Transmissions were cutting out and fading, at times becoming almost inaudible. Finally the controller said, "If you read me, give me three Rogers." The reply from the aircraft, suddenly loud and clear, was "Buck, Ginger, and Roy."

Installation of a 301 interphone system was completed in San Antonio Tower's IFR room. The approach control facility serves San Antonio International Airport, Kelly and Randolph Air Force Bases, and Stinson Field.

Other recent foreign visitors were Mr. and Mrs. Houshang Arbabi of Iran. Mr. Arbabi, who is Iran's Director General of Civil Aviation, was here at the invitation of Administrator Halaby, who invited many foreign civil aviation heads to visit the United States this year and observe FAA at work in several large cities. During their day-and-a-half visit to the Fort Worth-Dallas area, the Arbabis toured Regional Headquarters, the Fort Worth Center, and the Bell helicopter plant. They are shown with Assistant Administrator League and Bell pilot L. E. Wilkerson, second from right, as they prepared for a helicopter flight over Forth Worth and Dallas.

Industrial Expert Named to Head Installation and Materiel Service

Richard B. Leng has been named Director of the Agency's Installation and Materiel Service.

Leng's appointment, effective February 4, rounds out the leadership of the FAA's four service development organizations established last May with an across-the-board research-to-maintenance hardware capability. The four Services include Systems Research and Development, Aircraft Development, Installation and Materiel, and Systems Maintenance.

The Installation and Materiel Service handles all contracting-procurement functions for the FAA and plans, buys and installs facilities and hardware for FAA air navigation and air traffic control systems.

Donald S. King, who has been serving as Acting Director, will be Deputy Director of the Installation and Materiel Service.

Leng is a California manufacturing and research executive with over 20 years industrial experience. He has been President of Quantatron, Inc., a research development and production company for lasers and microwave components, Group Vice President of Packard Bell Electronics, and Manager of California operations for Sylvania Electric Products, Inc. He also served with the Raytheon Company, the RCA Tube Division, and four years as an instructor at Pratt Institute, Brooklyn, New York.

Bowers and Pace Are Appointed

Chester G. Bowers has been named Deputy Director of the Airports Service, and Clyde W. Pace, Jr., appointed Chief of the Airports Standards Division, Airports Service, FAA. The latter is a new Division charged with the development of standards for the design and construction of civil airports.

Both men have had long experience in various fields of airport activity and both have been associated with the FAA since 1946. Mr. Bowers was most recently head of the Airport Development Programs Division of the Airports Service and Mr. Pace was Chief of the Airports Division in the Central Region.

FAA Film "Flight" Available

FAA employees and the general public often ask if there is a non-technical film which can be shown to the public to describe the activities of the Agency. Such a movie is "FLIGHT," a prize-winning half-hour color film which outlines the FAA's role in commercial and general aviation.

"FLIGHT" (FA 117) is available upon request by sending form FAA 2611 to the Film Library, FAA Aeronautical Center, Oklahoma City, Oklahoma. Allow at least four weeks advance notice. Information concerning other FAA films is also available from the Film Library.

Installation and Materiel Service Grows; Two New Divisions Added

Peter Caporale and John E. Pernice have been named to head two new Divisions in FAA's Installation and Materiel Service.

For the present Caporale's Division has been set up under seven Project Managers who will handle VORTAC, Radar, Visual Aids, Centers/Towers, Communications, Displays and Computers.

Under Pernice's direction procurement policies will be established, and the Agency's contracting and procurement business (including that for the Aeronautical Center and NAFEC) centralized and carried out by four Branches—Facilities and Services; Communications and Weather; Aircraft and NAVAIDS; and Traffic Control and Radar.

Caporale is a career employee who has been with the FAA since 1937.

Pernice joined the FAA in November 1962 after twenty years of military and civilian service in the Army Signal Corps, rising to the rank of Colonel.

You, Your Finances, Your Spouse; A Reminder of What Is To Follow

If you, as the head of the house were suddenly to die, or even become disabled, would your spouse be able to cope with the regular and habitual money-matters? For example, would your spouse know what the monthly income would be? Would he or she know what the monthly expenses and obligations would be? How would these debts and promises be met?

These questions are not rhetorical; their answers are one's only hope for averting confusion following an unexpected set-back or death. Following are questions which concern every husband and wife:

Is there a will? Where is it kept? What is the name and address of the lawyer or trust company that drew the will? Is there an executor for the estate?

Does your family have individual or group insurance policies? What type are they and who issued them? What is their value? Are benefits paid in a lump sum or in installments?

Are there large debts? What arrangements have been made to repay loans? Does anyone owe you money?

Where are the family papers kept? Are there birth and marriage certificates, military discharge papers, mortgages and deeds to your house, deeds to your cemetery plot?

What assets do you have? Where are the bankbooks kept? How much is in the savings and checking accounts? Do you have savings bonds, stocks, and bonds?

Chances are reasonably certain that your spouse does not know the answers to half of these queries, yet having this information would be of immeasurable help following a crisis.

FAA Officials in Somali Form Plan

Two FAA officials, Anthony W. Lalle of the General Counsel's Office and Lynn I. Jones of the International Aviation Service, are in Somali under the auspices of A.I.D.

They are helping Somalian aeronautics experts with the first steps in establishing a national aviation system. They are assisting in the drafting of basic aviation laws and appropriate safety regulations.

Somali is currently operating under British and Italian aviation rules, a carryover from when it was divided into British and Italian Somaliland.

Lalle is Chief of Safety Regulations in the Office of the General Counsel; Jones is currently assigned as Acting Chief of the FAA's Asian Operations Branch.

ITALY DECORATES MEYERBURG AND MORDA IN ROME

Two FAA officials recently received the *Ordine al Merito della Repubblica Italiana,* the highest award presented to a foreigner by the Italian Government.

Robert B. Meyerburg, Chief of the FSS International Division and Louis Morda, Acting Chief of the FSS Test Base Project were decorated by the Secretary-General of the Ministry of Civil Aviation for their efforts in promoting close working cooperation between the FAA and its Italian counterpart, the Registro Aeronautico Italiana.

George Prill, FSS Director participated in the ceremonies attended by officials of the Italian and U. S. Governments and leaders of the Italian aviation industry.

Prill, Meyerburg, and Morda were in Europe with Mr. Halaby for the mid-February FAA/Ministry of Aviation Meeting in London and to inspect the FAA International Field Offices.

Higher Standards for Stenographers and Typists

Stenographers and typists seeking Federal employment will face higher job-entry requirements after next January 1.

The new requirements cannot go into effect immediately because 1963 Government recruiting for these positions, geared to the present standards, is already underway. They will not affect employees on the rolls now or those hired before January 1, 1964.

In general, the requirements will call for high school graduation or appropriate experience for positions of GS-2 typist and GS-3 stenographer under the new salary rates which will also go into effect next January 1.

To qualify for typist GS-3 and stenographer GS-4 after January 1, 1964, applicants will need one year of post high school training—such as in a business school, junior college, or college—or appropriate experience.

In addition to the increase in educational or training requirements, the Commission will expand its written test measuring verbal and clerical skills of applicants entering Government next January.

In an effort to avoid unnecessary retesting of applicants the Commission will, in many circumstances, accept teacher certificates of proficiency in typing or stenography. These will be used in cases of applicants for Federal positions who are taking typing or stenographic courses in high schools or accredited business schools, junior colleges, or colleges. Students who earn such certificates will be excused from the typing and stenographic performance tests, but will still be required to pass the written verbal and clerical abilities tests.

If the extreme shortage of stenographers and typists in Washington, D. C. continues, the Commission will authorize Federal agencies to pay the transportation costs of stenographers and typists from their home towns to their first duty station in Washington, D. C., beginning next January. This would be done under the Commission's legal authority to permit such payments for shortage occupations.

Benjamin F. Zvolanek Heads P&T's Personnel Operations Division

Benjamin F. Zvolanek is the new Chief of Personnel Operations Division in the Office of Personnel and Training. He replaced John E. Langer who became Assistant Chief of the Management Analysis Division.

Zvolanek came to Washington from Atlanta, where he was Deputy Chief, Personnel and Training Division for the Southern Region. He has had varied experience in the Alaskan Region ranging through Airport Manager of the Fairbanks International Airport, station manager at Juneau, and personnel positions in the regional office.

He was island manager of Canton Island in the Pacific, and Director of Civilian Personnel for the Army at Fort Richardson, Alaska.

Airways Engineering Society Also Given Informal FAA Recognition

The Airways Engineering Society was granted informal recognition by the Agency at the national level on November 19, 1962.

This action officially recognized the AES as the representative of its member employees at the Agency's national headquarters level. In addition, it placed the AES, together with other recognized employee organizations (FLY-BY, Feb. '63) on the Agency's list of employee organizations which have been granted recognition. This was done in accordance with the Employee-Management Cooperation Program and Executive Order 10988.

Informal recognition gives an employee organization the right to be heard on matters of interest to its members.

Davis Becomes The Manager Of Supersonic Transport Division

FAA's Supersonic Transport Program Division has a new Manager, Col. Dale E. Davis, USAF who succeeds Col. Lucian S. Rochte, Jr. Col. Rochte has been assigned to the Office of Manned Space Flight, Andrews AFB.

An expert in development and test of AF aircraft and missiles, Col. Davis comes to FAA following 3½ years at the Air Force Missile Development Center, Holloman AFB, N. M.

He was Project Engineer in the B-36 development program at Wright Patterson AFB Ohio and Manned Aircraft Project Officer, Strategic Air Group Headquarters in Washington.

Aviation Medical Examiners Tell Airmen About Pilot Certification

The following list of questions and answers, initiated by the Aviation Medical Service, are intended for Aviation Medical Examiners.

Q. Are Aviation Medical Examiners (AMEs) who volunteer for aircrash investigation reimbursed by the FAA?

A. The AME is reimbursed for local and long distance phone calls, the cost of postage for shipping autopsy specimens air freight, dry ice to pack in shipments, film, syringes and bottles. He may also be reimbursed on a mileage basis for use of his privately owned automobile, plus bridge, tunnel, or ferry boat tolls. No per diem is now authorized. The AME participates on a voluntary basis as a public service.

Upon authorization by the Regional Flight Surgeon, the Aeromedical Standards Division, Oklahoma City, Okla., or the Washington Headquarters, the AME may also verbally contract on behalf of the FAA for such services as post mortem examinations, radiological studies, pathological photography, etc. In these instances, the AME should advise the contracting facility to submit certified statements direct to the Civil Air Surgeon.

As a general rule, these bills will be processed after the autopsy protocol has been received.

Q. Is a history of migraine headaches medically disqualifying for a medical certificate?

A. Not necessarily. If the migraine headaches are frequent or severe, the decision for certification should be referred to the Regional Flight Surgeon. In other cases, the applicant should be issued the certificate, but warned that he should not fly while experiencing a headache or taking medication for it.

Q. How soon after a gastrectomy may an airman be permitted to enjoy the privileges of his airman's certificate?

A. In essence, the situation is that an individual with a gastrectomy (as with a recent ulcer now healed) will be handled by requiring sufficient evidence that no ulcer is present, that x-ray confirms this subsequent to surgery, and that he is free from symptoms suggesting complications of surgery or recurrence of ulcer for at least 90 days preceding the issuance of the certificate. Also, he must have discontinued use of sedative, anticholinergic, or tranquilizing drugs. The policy we have been following is to certify an individual for any class of medical certificate if his gastrectomy was performed more than 90 days before application, has no symptoms, takes no medication (antacids are allowed), a report of Upper G. I. Series indicates normal anastomosis and normal healing, and function is sound.

Q. Can a medical certificate be renewed indefinitely on the same waiver regardless of when it was issued?

A. Yes, so long as the defect for which the waiver was issued has not become worse than at the time of issuance.

Q. What is the preferred procedure for handling a case in which ability to qualify is in doubt? Should a denial letter be issued or should the certificate be withheld and the case referred to Washington for decision?

A. It depends on the nature of the case. If it involves a medical condition or set of circumstances covered by the *Guide for Aviation Medical Examiners,* Chapter 1, a denial letter should be issued. If there is a question of whether it falls within the scope of those conditions covered by Chapter 1, either by the nature of the condition itself or by the degree to which it is manifest, withhold the certificate and refer the case to Aeromedical Certification Division for decision. When referring a case for decision, make this clear either on the report form itself or in an attached note.

Q. Most anyone can hold his breath a minimum of 30 seconds without prior hyperventilation. Why do some individuals become unconscious sooner than 30 seconds from hypoxia?

A. Normal individuals who become unconscious from hypoxia in less than 30 seconds must be suddenly exposed to an environment of low ambient pressure (over 33,000 feet). In aviation, this occurs in decompression at altitude, when the ambient pressure is reduced drastically resulting in a marked expansion of the gases in the lungs and exhalation to equalize the pressures. The consequent reduction of the partial pressure of gasses in the lungs results in the hemoglobin giving up oxygen at the alveolar membrane. Rapid lowering of oxygen tension in blood then is the cause of the rapid onset of unconsciousness in this situation.

Information for AME's

Due to the fact that the new publication FAA HORIZONS is inclusive in scope, and because many publications are being discontinued, the information previously carried in the Agency's MEDICAL NEWSLETTER of interest to Aviation Medical Examiners will now be contained in FAA HORIZONS.

HEALTH FOR ALL

AVIATION MEDICAL SERVICE

SINUS INFECTION

Sinusitis is an infection of the lining of the sinuses, the air spaces in the bones of the head and face.

Like other parts of the body, sinuses may get out of order. The air spaces which most commonly become infected are those above the eyes, between and behind the eyes, and in the cheek bones below the eyes.

Inflammation of the nasal passages, usually caused by a cold, may close the sinuses, interfering with drainage, and trapping air in the cavity. When inflammation of the lining of a sinus blocks the air space and drainage, pus or other secretion formed may press on the sinus wall, causing intense pain.

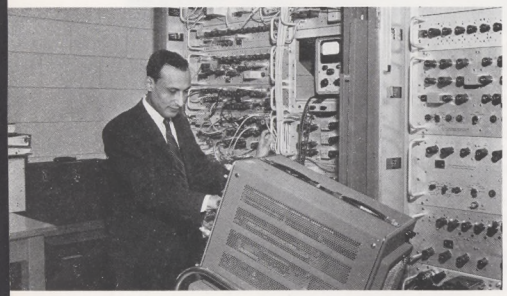
Causes of Sinusitis—Sinus trouble can be caused in a number of ways. Among the most frequent are infections of the nose and throat like the common cold, influenza, measles, scarlet fever, whooping cough. Allergies, enlarged adenoids, or other nasal obstructions also may cause sinusitis.

Blowing the nose violently, diving, or swimming with the nose under water, all may force infectious material into the sinuses. Frequent use of sprays, oils and antiseptics in the nose may injure the mucous membrane and bring on sinus trouble.

Warning Signs—Usually there is headache or pain over the infected sinus in the morning, easing in late afternoon. There may be pain in the cheek, upper teeth, or elsewhere in the head. The forehead may be tender to pressure. The nasal passages often are dry and clogged because of the swollen membrane and lack of drainage. There may be a discharge of pus from the nose, or a dripping from the back of the nose into the throat. Sometimes the sense of smell is partially lost. Other symptoms may be fever, cough, swelling of the cheeks, eyelids, or forehead, general fatigue and aching.

Treatment of Sinusitis—Only your doctor can decide whether you have sinusitis. If you have it, he may give you medicines to relieve the pain, shrink the swollen membranes, lessen the discharge, and get rid of the focus of infection. You should use nose drops, inhalents, and salves only on a doctor's recommendation.

FAA Aids Foreign Trainees



Egyptian trainee (above) practices on equipment at Air Navigation Facilities Training Lab at AC while (below) group of foreign trainees maneuver flight strips during Air Traffic Control Class. About 35 percent of the foreign trainees train at the Center.

Ours is a revolutionary age marked by the rapid change of undeveloped countries into nations with expanding economies and broadening political power.

The FAA plays an important role in the foreign aid program of the U. S., a program set up to help these nations during this difficult but promising time.

Our government's foreign aid program works toward persuading the emerging countries to grow in political independence, material well-being, and social equality. The Agency for International Development, under the auspices of the U. S. Department of State, is an instrument by which that mission is served.

The United States, with money provided by Congress, offers professional training and exchange of information and materials, as President Kennedy has said, as "a pledge of our best efforts to help them help themselves . . . not because the Communists may be doing it, not because we seek their votes, but because it is right."

Since 1957 more than 35,000 persons from scores of foreign countries have come to this country to participate in these programs and have returned home better prepared for the responsibilities of developing their own economies and institutions.

These international exchange and training programs have placed a new responsibility upon the FAA, which supervises the technical instruction of A.I.D. participants in civil aviation.

In the last six years more than 2,000 participants have received aviation training under the direction of the FAA. About 35% go to the Aeronautical Center in Oklahoma City, another 35% study at other FAA facilities throughout the country, and the remaining 30% are sent to the commercial airlines, and to universities and colleges. In the majority of cases, the trainee moves from installation to installation during his training period, which generally ranges from two months to two years.

By traveling to different geographical areas, the trainees not only share American experience and technical knowledge which will contribute to the development of their own countries' aviation, but they are exposed to the diversity of American values and institutions and they soon understand the ways that a democratic society translates ideas into action.

Because of the implications of government-sponsored international cooperation, FAA trainees, as well as all foreign national participants, are involved in a carefully executed, closely supervised technical assistance program.

Each year, Congress decides to which countries aid should be extended. The AID then consults with the respective governments selected to determine which technical areas need the most help, the resources and facilities available in the country and the best approach to the problem.

If aviation is one of the areas to be developed, specialists from the FAA go to the AID mission in that country to examine and discuss the problems of technical coordination.

The host country recruits its trainees, and with the AID technical advisers and training officers offer pre-departure orientation programs.

The FAA foreign training participant arrives in Washington and spends his first two or three days talking to his AID program manager and to the people of the FAA's Technical Assistance Division, Participant Affairs Branch, which is headed by George Luecker and his assistant Howard Hammes.

Depending on which country he comes from, the participant discusses his technical program and travel schedule with one of the three men who head the Latin American, Europe-African, and Asian sections—Curry S. Pickens, Culver H. Rausch and Thomas F. Royals, respectively.

All the trainees know some English, inasmuch as they had to pass a standardized English language test before they left their home countries, but their degree of fluency varies considerably. Being so far from their homes and still not attuned to a foreign country with its startling differences of language and way of life, the initial hurdle for the participant to leap, is his loneliness and homesickness.

Some of the nostalgia is warded off by a unique, week-long program of international education at the Washington International Center. The FAA participant trainee spends his first week with other trainees from AID sponsored foreign nations who arrived in the U. S. at the same time he did, furthering his acquaintance with the United States. This is done at the Center, which is located in the handsome Meridian House, a gift of the Ford Foundation.

During the day he attends informal lectures that give him new perspectives of the U. S.—its physical and economic growth, social changes in its history, its system of government and the role of political parties, the American family and its health and welfare, religious life and institutions, economic trends and development, public and private school education, civil liberties and race relations, and foreign policy.

During the evenings, the Center offers a variety of activities including concerts, recitals, films, reading, games, television, and conversation. The WIC staff also prepares a quarterly newsletter for all Center alumni and distributes it throughout the world.

The participant meets Washington residents informally in their homes, for the Center has become a valuable community-wide enterprise. In fact, the home-hospitality program developed so significantly in Washington, that the AID has endowed a national, non-partisan service organization to establish, assist, and advise similar community groups throughout the nation. It is called COSERV (National Council for Community Services to International Visitors) and sponsors regional workshop conferences, distributes quarterly newsletters to many of the nearly 300 communities in the U. S. which provide services and home hospitality for guests from overseas.

The FAA depends on COSERV, in those cities where the FAA does not have an international liaison officer, to offer its social and cultural benefits to a trainee assigned in the community. In New York, Los Angeles, Oklahoma City, and Miami, FAA officers who council participants have hospitality as an additional duty. The FAA liaison to COSERV is a charming woman, Marguerite (Maggee) Smith, in the International Aviation Service.

When the trainee arrives in Washington, Miss Smith interviews him to get an idea of his background, his language fluency, and his interests. She then sends letters to COSERV in the cities in which he will live during his training, telling them his name, the date of his arrival, and how he can be contacted. Through Miss Smith's efforts the trainee is almost matched perfectly with the local COSERV hospitality volunteers in areas of profession, hobbies, and family backgrounds. Often hosts escorts their guests to some kind of public meeting to observe the workings of democracy—to a school, a city governing body, a civil group, or a political rally, for instance. The FAA participant trainee sends Miss Smith a semi-monthly progress report in which he summarizes his social activities, personal problems, and particular viewpoints about his training program.

The FAA trainee is sent for specialization in one or more of a hundred different fields, falling under the following categories: administration of civil aviation, flight standards, airport management, air traffic control, terminal planning, radar equipment, maintenance of aeronautical communications, air navigation radio aids, airways flight inspection, and aviation specialties. His reservations, tickets, travel vouchers, book purchases, maintenance allowance, and other miscellaneous expenses are handled by Mrs. Pauline Gottwals and her staff in the Operations Section of the IAS.

At the end of the training program, the participant returns to Washington for an Exit Interview with both the AID training officer and FAA technical advisers in which he appraises his program in detail. A week-long communications seminar gives him an opportunity to study, observe and practice communicating to others the skills and techniques he has learned.

When the trainee returns to his own country he will take home with him not only the new ideas, approaches and techniques he has learned about civil aviation, but also a better understanding of the people of the United States.

FEDERAL AVIATION AGENCY
WASHINGTON 25, D.C.

OFFICIAL BUSINESS

Postage and Fees Paid
Federal Aviation Agency

SOUTHWEST REGION

FIVE NATIONS INSTALL AIRWAY IN MIDDLE EAST

Five governments have joined forces to help get a controlled airway operating across 1,900 miles of rugged Middle Eastern territory. The United States, the United Kingdom, Turkey, Iran and Pakistan all have a part in the project.

The Federal Aviation Agency is furnishing some $5 million in air traffic control and air navigation equipment purchased with money provided by the Agency for International Development (AID) through the Central Treaty Organization (CENTO).

The United Kingdom will provide the meteorological equipment including weather radar and weather communications systems. Turkey, Iran, and Pakistan between them plan to spend $2.9 million for installation and construction of facilities.

ATC and NAVAIDS will include Air Route Traffic Control Centers at Ankara, Tehran, and Karachi; one terminal VOR at Ankara; eight additional en route VORs; radars at Ankara and Karachi; eight direct center-to-pilot VHF air/ground communications facilities; and direct center-to-center side band radio communications equipment.

Training of Turkish, Iranian and Pakistani specialists to maintain the equipment and man the centers has already started at FAA's Academy in Oklahoma City. On the spot training backup and technical guidance will be given by FAA technicians assigned to Civil Aviation Assistance Groups (CAAGs) on duty in the three countries.

First link in the system, center-to-center communications between Ankara and Tehran went into effect in March 1963. All installations are expected to be in place and operative by July 1964.

Eligibility for Burial in a National Cemetery

Any deceased, honorably separated veteran of wartime or peacetime service can be buried in any national cemetery where there is space. The spouse may be buried in the same, or adjoining grave, if space is available. A veteran's minor child may also be buried in the same grave either parent has been interred.

Should the spouse or child die before the veteran, the veteran must sign a statement that he intends to be buried in the national cemetery.

At the time of death of a veteran, spouse or child eligible for burial in a national cemetery, whoever is responsible for funeral arrangements should request interment directly from the superintendent of the national cemetery.

Flight Inspectors Check Global Navigation Facilities of USAF

The FAA flight inspection of USAF air navigation facilities is proceeding on schedule. The nine-month world-wide program from September, 1962 to June, 1963, adds more than 22,000 flight hours to the Agency flight inspection function. To assist in the program, the USAF will transfer 16 aircraft used for flight inspection to FAA.

The transfer of the flight inspection function from the Air Force to FAA has been accomplished in the entire North American continent. The Agency already has accepted eight AT-29C and three AC-54 aircraft which are being operated for flight inspection purposes.

Two AT-29C aircraft were scheduled to depart from the Aircraft Services Base, Oklahoma City for Europe in early March. Two additional AT-29C aircraft were accepted from the Air Force in Europe during March. After painting and making certain modifications, the two aircraft will be added to the fleet. Operation of the four aircraft for flight inspection of facilities in Europe started in April.

Flight inspection of USAF facilities in the Pacific is scheduled to start June 1, 1963. One L-749 and one AC-54 aircraft will be operated from Manila. Two AT-29C aircraft will be based at Tokyo for use in performing the flight inspection functions needed in the Far East.