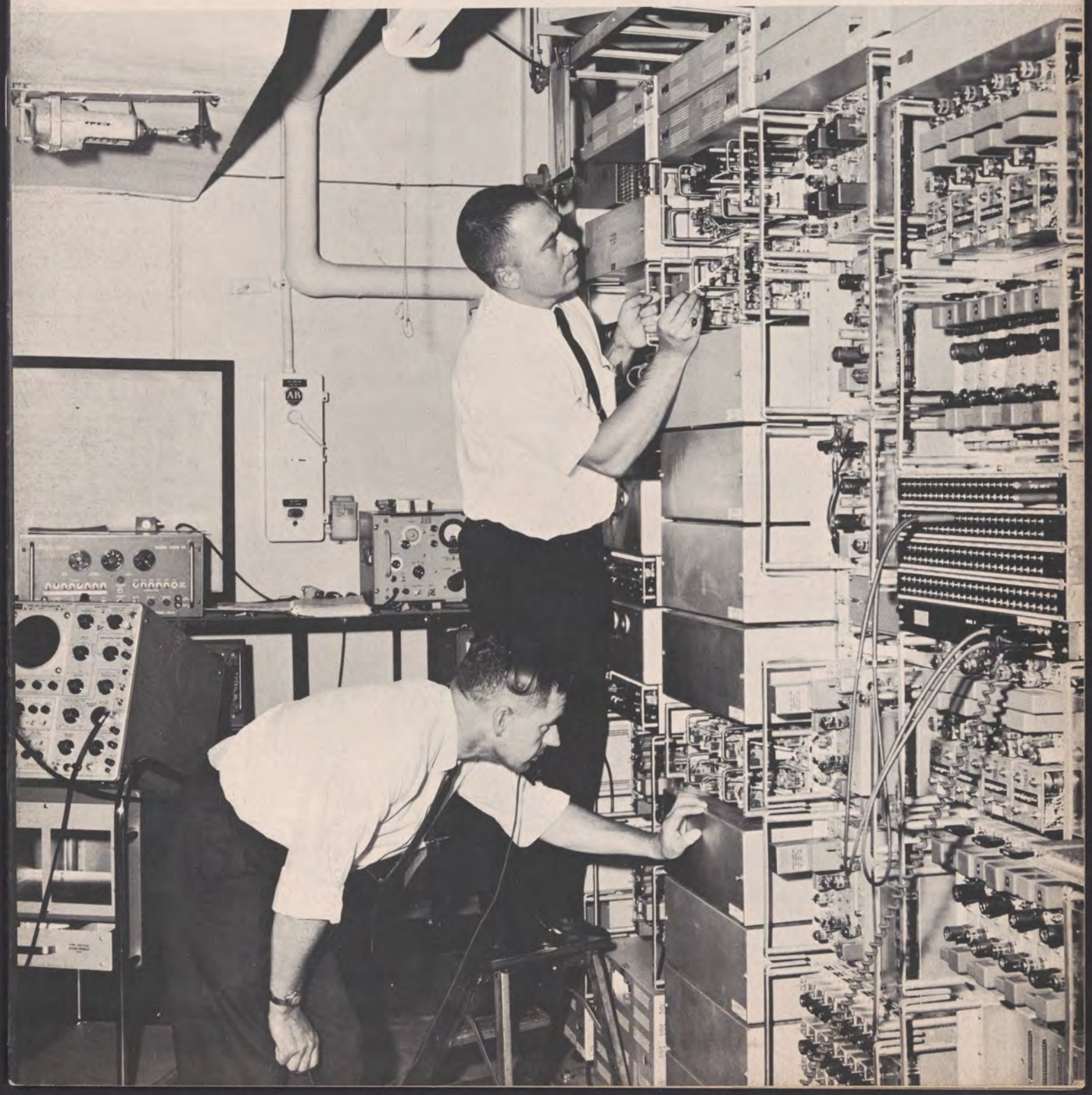
FAA HORIZONS

OFFICIAL EMPLOYEE PUBLICATION OF THE FEDERAL AVIATION AGENCY

OCTOBER 1965



FAA HORIZONS

OCTOBER 1965

FEDERAL AVIATION AGENCY

FAA HORIZONS, the official employee publication of the Federal Aviation Agency, is published monthly by the Employee Information Division, Office of Information Services in Washington, D.C.

WILLIAM F. McKEE
Administrator

DAVID D. THOMAS
Deputy Administrator

CHARLES G. WARNICK
Director
Office of Information Services

MARSHALL C. BENEDICT
Chief
Employee Information Division

ALEXANDER F. GARVIS
Editor

ABNER B. COHEN
Art Director

Articles of general interest to FAA employees may be submitted to: Editor, FAA HORIZONS, IS-40, Federal Aviation Agency, Washington, D. C. 20553, Telephone: 962-5574 or contact Regional Public Affairs Officers: George T. Fay, Alaskan Region; Robert L. Fulton, Eastern Region; W. Bruce Chambers, Southern Region; Joseph H. Frets, Central Region; K. K. Jones, Southwest Region; Eugene S. Kropf, Western Region; Gilbert E. McCoy, Pacific Region; Edwin L. Shoop Jr., NAFEC; and Mark Weaver, Aeronautical Center.

CONTENTS

COVER

Clarence B. Krech (on ladder) and Gerald J. Russell, both electronics maintenance technicians, check remote microwave link in the radar equipment room at the Minneapolis ARTCC, Farmington, Minn.

See story on page 16 and 17.

Administrator William F. McKee, assisted by Oscar Bakke (left), and Stanley W. Henceroth, opened the Washington Area Office on September 1. Nine other area offices opened on the same date.

AREA MANAGERS: KEY MEN IN DECENTRALIZATION

By Alan L. Dean, Associate Administrator For Administration

In a move to streamline its service to the constantly growing aviation public, FAA has established 18 area offices, each headed by an area manager, within its five contiguous regions.

The new offices are expected to save money, but dollar savings will be secondary to the other benefits from this form of organization. Most significant of these are:

1. Faster decisions to the public.
2. Greater responsiveness to local needs in Agency decisions.
3. Improved services in more of the centers of high volume aviation activity.
4. Single direction over interrelated programs.
5. Improved utilization of manpower and other resources.

The Agency's policy of progressive decentralization goes back more than four years when regional directors were first established and given authority over field operations formerly reserved for the program directors in FAA's Washington Headquarters. Two years after this first move, a formal study called Project Focus was conducted to identify the best form of subregional organization.

Under Project Focus, several patterns of subregional organization were studied and a number were field tested before the present system was chosen. The final decision was made only after both Administrator Halaby and Administrator designate McKee endorsed the area manager plan during the Regional Directors Conference on May 18, 1965. Once the decision was made, the Agency moved swiftly to assure that the necessary personnel selections would be made in time to permit families to be moved during the summer months.

Aside from the benefits which the reorganization would bring the public, it was recognized that problems would be created for many Agency employees. These would stem from changes in responsibilities, changes in patterns of communication and, for many, changes in location.

The impact on employees and related factors were fully considered in the deliberations that led to the decision on subregional organization. However, the advantages to be gained far outweighed the temporary disadvantage of disrupting the status quo. The Project Focus experiment made clear that the move to greater decen-

AREA MANAGERS AND DESIGNATIONS

Lyle K. Brown, chief of the Central Region's Operations Branch, Air Traffic Division, goes to Minneapolis, after 23 years Federal service, 19 with the Agency in air traffic positions. He holds a commercial pilot's license, and during 11 years in the Central Region, he has been ARTCC chief and air traffic supervisor at Indianapolis, an air traffic staff officer, and manager of the Chicago Hub Area Office during Project Focus.

Birge D. Alexander, chief of Southwest Region's Systems Maintenance Division, becomes Fort Worth area manager after 23 years Agency service in civil engineering positions. He holds degrees from both Southwest Texas College (mathematics) and the University of Texas (civil engineering) and he is a registered professional engineer.

William E. Peterson, chief, Airports Division, Southwest Region, goes to Houston after 24 years service, 19 with the Agency, in communications, electronics, maintenance and supply positions. He has a masters degree from Massachusetts Institute of Technology. Before joining the Southwest Region in 1957, he advised the Cuban government on air navigation and communications. He is a pilot.

Paul E. Cannom, Central Region's planning and evaluation staff officer, goes to Albuquerque after 24 years Agency service in flight standards and related work. Holder of an airline transport pilot's rating, he is a graduate of the Mid-managment Institute and other management training programs. In the Central Region since 1955, he was manager of the Chicago Hub prior to his Regional Hq. job.

John H. Hilton, chief of Western Region's Air Traffic Division, becomes Los Angeles area manager after 24 years Agency service, mostly in air traffic. A 1939 graduate of the University of Michigan, he has completed the FAA Executive School and other management training. He joined the Western Region in late 1963 after several years in Washington Headquarters.

Hervey E. Aldridge, chief of Western Region's Systems Maintenance Division, becomes San Francisco area manager after 24 years Agency service in technical and supervisory positions. A 1939 electronics engineering graduate of the University of Washington, he has served in Alaska (1947-57) and the Western Region during the past 18 years.

Robert O. Blanchard, assistant chief, Air Carrier Branch, Flight Standards, Western Region, goes to Seattle after 23 years of Agency experience, mostly in flight standards. During his 12 years at the Western Region, he also served as a flight operations specialist and as deputy area manager in Los Angeles under Project Focus. He holds an airline transport pilot's rating.

Vaughn M. Clayton, chief, Installation and Materiel District Office, Western Region, goes to Salt Lake City after 28 years Agency experience in facilities and engineering. He is a 1934 engineering graduate of Weber College, Utah, and has graduated from three executive training programs. He has had assignments in both Greece and Turkey.

Wilkinson A. Stephens, chief of the Operations and Evaluation Staff, Western Region, goes to Denver, after 31 years service, 25 with the Agency, mostly in air traffic. He served more than 10 years with the Western Region's evaluation staff and as area manager of Southern California and Arizona during Project Focus.


Birge D. Alexander


Lyle K. Brown


Paul E. Cannom


William E. Peterson


Hervey E. Aldridge


John H. Hilton


Vaughn M. Clayton


Robert O. Blanchard


Wilkinson A. Stephens

- Area Offices
- Regional Headquarters
- Area Boundaries

KEY


Robert M. Brown


Christian B. Walk Jr.


Stanley W. Henceroth


Ralph F. Link


Chester W. Wells


William E. Morgan Jr.


Paul H. Boatman


Robert I. Gale


Kirby L. Brannon

Robert M. Brown, chief of Eastern Region's Installation and Materiel Division, goes to Boston after 16 years in key installation and materiel positions and a total of 32 years in Government service, 21 with the Agency. He is a 1929 civil engineer graduate of the University of Colorado, a registered professional engineer and a graduate of numerous management programs.

Christian B. Walk Jr., chief of Eastern's Flight Standards Division, goes to the New York office after five years in flight standards at Eastern Region and Agency headquarters. A 1940 graduate of Lebanon Valley College, Pa., and the Agency Executive School, he holds an airline transport pilot's rating.

Stanley W. Henceroth, executive officer, Flight Standards Division, Headquarters becomes Washington area manager after 26 years of Federal service, 20 with the Agency in staff and management services positions. A 1937 graduate of Ohio State's School of Business Administration, he earned his master's at George Washington University, in 1956. He holds a commercial pilot's license.

Ralph F. Link, chief of the Research and Development Office, Office of Assistant Administrator for Europe, Africa and Middle East, goes to Cleveland after 20 years with the Agency in air traffic and development work. A 1941 graduate of Lock Haven State College, Pa., with a major in mathematics, he holds a private pilot's license.

Chester W. Wells, executive officer, Southern Region, becomes Atlanta area manager after 26 years Agency experience in budget, supply and similar administrative positions including assistant manager of the Aeronautical Center. He is a 1939 business administration graduate of Omaha University. He attended the Agency Executive School, the Brookings Institute and the Civil Service Commission Executive Seminar.

William E. Morgan Jr., assistant chief of Southern Region's Air Traffic Division, goes to Memphis with 21 years service, 19 with the Agency in air traffic and training. He holds a commercial pilot license. A graduate of the Armed Forces Industrial College, he also attended the Agency Executive School.

Paul H. Boatman, Deputy Director, Southern Region, becomes Miami area manager with 35 years Government service, 31 with the Agency and the last 16 in highly responsible positions in the Southwest and Southern Regions. He was technical coordinator for the Southwest Region from 1949 to 1956 and chief of the Air Traffic Division from 1956 until he became Deputy Director of Southern Region in 1961.

Robert I. Gale, chief of Central Region's Air Traffic Division, becomes Kansas City area manager with 24 years Agency service in a variety of technical, planning and management positions. He was Director, Pacific Region, following eight years in Washington Headquarters. He attended Michigan State and Wayne State Universities.

Kirby L. Brannon, executive officer, Central Region, goes to Chicago after 29 years Agency experience which includes service in Latin America and seven years in maintenance and electronics staff positions in Washington Headquarters. His training includes electronic engineering and executive training through the Brookings Institute, the Executive School and the Civil Service Commission Executive Seminar.

tralization was the best way to achieve the necessary improvements in efficiency and enable the Federal Aviation Agency to keep abreast of the growth of United States aviation.

At the time FAA was established, the obvious building blocks for organization were the five major program areas: Flight Standards, Air Traffic, Systems Maintenance, Installation and Materiel and Airports. In 1959, managers of these programs were given both policy and program authority over field operations in their respective areas. This had the advantage of placing people working toward similar objectives with similar processes under the supervision of experts in those processes. But as aviation grew, the lack of field machinery to coordinate related programs accentuated the need for decentralization of operational authority to regional directors. This was done four years ago. It soon became apparent that three additional needs had to be met.

1. The incoherent picture of the Agency which was presented both internally and to the public at the principal aviation hubs—had to be corrected to present a consistent pattern of organization among the field offices.

2. The policies of the Administrator had to be carried to the field in a coordinated managerial line of command below the regional level instead of being fragmented along technical lines.

The average area manager has 23 years FAA service. Thirteen hold an aeronautical rating, three are engineers, 10 are college graduates and two hold masters degrees. Most have received outstanding performance ratings and sustained superior performance awards. Each has had a wide variety of FAA assignments, and all the Agency program areas—such as Air Traffic Service, Flight Standards, Airway Facilities, Airports —are represented in their combined experience. The primary experience of seven of the selectees is in Air Traffic, three in Flight Standards, three in Airway Facilities, two in Airports and three in the general management field.

3. At major aviation hubs, FAA activities had to be combined in "One-FAA" office from which a single responsible official could speak for the Agency in dealings with the public, state and local governments and other Federal agencies.

Once established, organizations develop a strong drive to continue doing the same old business at the same old stand. The changing character of the aviation business does not permit FAA this luxury. The need for reorganization was apparent, but the way was not clear.

Agency programs require rapid decisions attuned to specific conditions at the points where the decisions are needed. This seems to call for maximum decentralization of decision-making authority and responsibility.

On the other hand, it is essential that the Agency's policies, standards and procedures be interpreted and applied with a reasonable degree of uniformity throughout the system. This could be an argument for a highly *centralized* organization in which the decision-making is confined to relatively few levels near the top with direct line control over the action points in the field.

Contradictory as these two objectives seemed, there was a way to make them compatible. It has been established that large organizations can achieve uniformity if they have the necessary clarity of policy and quality of personnel. FAA has a body of well-articulated policies to provide the framework for field decisions, and it has a group of highly trained managers and specialists with sufficient Agency experience to make local decision consistent with broad Agency policy. Selection of the best of these as area managers was the key to success for the Area Manager concept.

The 18 men recently selected as area managers carry comprehensive line authority extending to them from the Regional Director and through them to their branches and to field activities. Divisions at Regional Headquarters now serve in a staff capacity to the Regional Director dealing with the field only in an advisory role. Relieved of its line responsibility, the regional staff can concentrate on its most essential missions—inspecting field operations, planning the distribution of regional resources, providing technical advice and counsel to Area offices, and identifying for Washington staffs needed changes in Agency policy and national procedures. #

As far as they're concerned 'Handicapped' is only a word

Alfred E. Fleener, an FAA mechanic in the Alaskan Region, is a commercial pilot. He drives sport cars and likes to hunt and fish in all kinds of weather.

Al Fleener also can be considered physically handicapped, if you subscribe to the accepted (and outmoded) definition of the term. He lost his left arm below the elbow as an infant, but this hasn't stopped him from becoming a productive worker and living a rich full life.

Al is just one of 1,881 physically handicapped workers in the Agency—there are 250 in the Headquarters in Washington. How is their performance? Supervisors are unanimous in their opinion: Excellent!

October marks the 20th anniversary of the National Employ the Physically Handicapped campaign which has resulted in the placing of more than 190,000 first-class workers with physical disabilities in Federal jobs in the past two decades. Similar hiring has been done with great success by private industry and business.

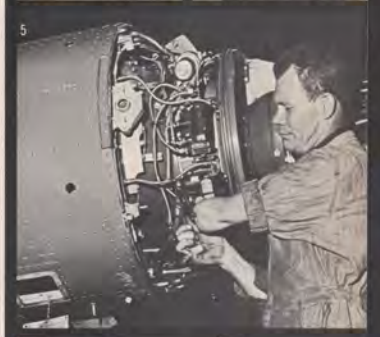
Other FAAers who are proving that hiring the handicapped is good business include Joseph B. Wheeler who lost a leg in the Korean War and is now an offset printer in Southwest Region's Fort Worth office. Paul Ellis in the Pacific Region finds no trouble in doing his job despite the loss of an eye and a foot and several fused vertibrae.

At the Aeronautical Center Isaac L. Brown carries a full work load even though he's handicapped by the loss of a leg, the aftermath of polio. Another leg amputee doing a bang-up job is Stanley Gottfried who's in charge of the Eastern Region Headquarters motor fleet.

Dorothy E. Sweitzer, a voucher examiner in Agency Headquarters in Washington, has been an FAA employee for 25 years. Polio struck her when she was only two years of age. Fred Lanzaro lost his left arm to enemy flak in the Pacific and is now a successful engineering draftsman in the Eastern Region. Bilateral leg braces, a consequence of polio, do not keep Ralph E. Smith away from his duties in the Portland, Ore., Tower.

Another air traffic control specialist with a paralyzed leg is Southern Region's James N. Moon Jr., whose ability has him close to the top of the job ladder. George W. Butterfield, at the National Aviation Facilities Experimental Center, Atlantic City, performs as well as the "able-bodied" electricians despite the loss of his left arm.

Handicapped? You'd hardly know it by the performance of these, and the other 1,881 in the FAA. #



According to medical definition these FAA workers are physically handicapped but when it comes to performance on the job they're 'way out front. **1** *Dorothy E. Sweitzer, FAA Headquarters.* **2** *Joseph B. Wheeler, Southwest Region.* **3** *Fred Lanzaro, Eastern Region.* **4** *James N. Moon Jr., Southern Region.* **5** *Alfred E. Fleener, Alaska Region.* **6** *George W. Butterfield, NAFEC.* **7** *Paul Ellis, Pacific Region.* **8** *Isaac L. Brown, Aeronautical Center.* **9** *Stanley Gottfried, Eastern Region. All of them had been told at one time or another that they were handicapped but each of them set out to prove the opposite. October marks the 20th anniversary of the National Employ the Physically Handicapped campaign to put workers back into productivity.*

John J. Passailaique

Charleston's Controllers Talk Safety Fast

The "fastest talking Southern boys around" may well be the air traffic controllers in the Charleston, S. C., Tower.

At least, that's how they were described by a grateful light-plane pilot when he handed out stogies to them after they had skillfully guided him around, over and through an obstacle course of thunderstorms one stormy day this summer.

Picked up on Charleston's radar scope, the single-engine plane was about 40 miles north of the tower. With a thunderstorm building in the area, the pilot requested a vector around the storm. The controllers routed him toward Summerville for an approach to land but before he could get over the field the weather closed in tight. Climbing above the dark clouds, he again called Charleston for help.

Charleston Tower directed him toward Walterboro and finally guided him in for a safe landing. His plane had barely stopped rolling when the pilot made a beeline for the tower with a fistful of cigars.

On another stormy day, Charleston radar picked up a light plane lost over the ocean off Edisto Island while attempting to evade the turbulent weather. The pilot had his share of troubles, any one of which could have resulted in disaster.

"He was out of sight of land, his fuel was low and he sounded scared," John J. Passailaique, one of the controllers on duty recalled. "As we vectored him toward the coast, we mentioned the practicability of landing on the beach."

"Right now, I'll settle for knee-deep water," the lost pilot shot back.

Following instructions carefully, the pilot first regained confidence and then his direction. After a safe—and dry—landing, he strode into Charleston Tower to say: "Thanks, you-all."

The Charleston controllers do not confine their lifesaving talents to civil aviation. They recently saved an Air Force pilot from possible death or serious injury and probably prevented the loss of a very valuable jet fighter.

Air Force Captain W. W. Rhyne, stationed at the Charleston Air Force Base with the 444th Fighter Interceptor Squadron, had just taken off when controllers noted that the landing gear of his F-101 *Voodoo* had failed to fully retract. They instantly notified the pilot who was able to make a safe landing with no damage to the craft. Their alertness won a letter of commendation from Col. A. M. Christopher, 444th commander.

Cooperation is a two-way street. On still another occasion, Charleston Tower called on the Air Force for help in bringing in a pilot lost in dense clouds above Charleston. An Air Force C-130 *Hercules* was promptly dispatched. The crew soon located the lost pilot and led him to a safe landing.

"This fellow sure must have been in a hurry to get on his way," said John A. Busby, a watch supervisor in the Charleston Tower. "We never did see him—as soon as the weather cleared he refueled and took off."

There were no free cigars that day—just the satisfaction of a job well done. #

JCAB- THE FAA OF JAPAN

A brisk morning wind whipped and crackled the flags and pennants rimming Yoyogi Parade Ground in Tokyo, bringing tears and reddening faces to many of the 500,000 foot-stamping, hand-rubbing spectators gathered to witness the first powered flight in Japan.

It was Dec. 19, 1910. Excitement began to build in earnest shortly after 6 a.m. when Capt. Yoshitoshi Tokugawa of the Imperial Japanese Army trundled his Farman biplane from a tent hangar on the drill ground.

At 7:55 a.m., after 27 deliberately curtailed takeoff runs, the Captain went for broke. He pushed the throttle forward, and the flimsy wire, wood and fabric craft lumbered into the air for its historic flight of 1,500 meters. Captain Tokugawa became the father of flight in Japan.

To get an up-to-date look at aviation in the Land of the Rising Sun, six FAA engineers—from the Western, Southwest and Pacific Regions—flew to Japan this summer by invitation of the Japanese government. They went to visit their oriental counterparts in the "FAA of Japan"—the JCAB, the Japan Civil Aviation Bureau.

Representing the Agency were John K. Bussey, supervisory aerospace engineer, Western Region; Glen W. Welsh, chief of the Engineering and Manufacturing Branch, Pacific Region; Herbert H. Slaughter Jr., chief of the Engineering Manufacturing Branch, Southwest Region; F. Dean Melton, Flight Test Branch, Western Region; Anthony J. Vergilio, Power Plant Branch, Western Region, and William Evans, of the FAA's Tokyo International Field Office.

The 12-day trip was a fast-paced round of meetings and tours of Japanese aircraft plants and installations. The FAA representatives learned that the aviation industry in Japan is booming—in 1964, it included 20,263 people employed in the 30 major manufacturing companies having aviation departments. In that year, the industry did $202 million worth of business, a figure that includes revenues from 162 aircraft "completions" and money from servicing and maintenance. A prime customer is the U. S. Air Force in Japan.

American FAA mission to Japan pause with Japanese officials at a Nagoya Temple. From left: William Evans, Tokyo International Field Office; F. Dean Melton, WE; Herbert H. Slaughter Jr., SW; T. Ohiski, Mitsubishi; Anthony J. Vergilio, WE; H. Kanai, JCAB, and John K. Bussey, WE.

The FAA engineers went to Japan with bulging brief cases detailing material and procedures for type certification in the United States under the bi-lateral agreement between the two countries. The exchange of information was a two-way transaction with Japanese government and industry representatives contributing opinions and ideas.

During their tour, they visited the Fuji Heavy Industries plant at Utsunomiya, where the F-200 is made; the Mitsubishi works at Nagoya, producing the MU2-B, and the Kawasaki Aircraft Co. at Gifu, makers of the KV107-11 helicopter.

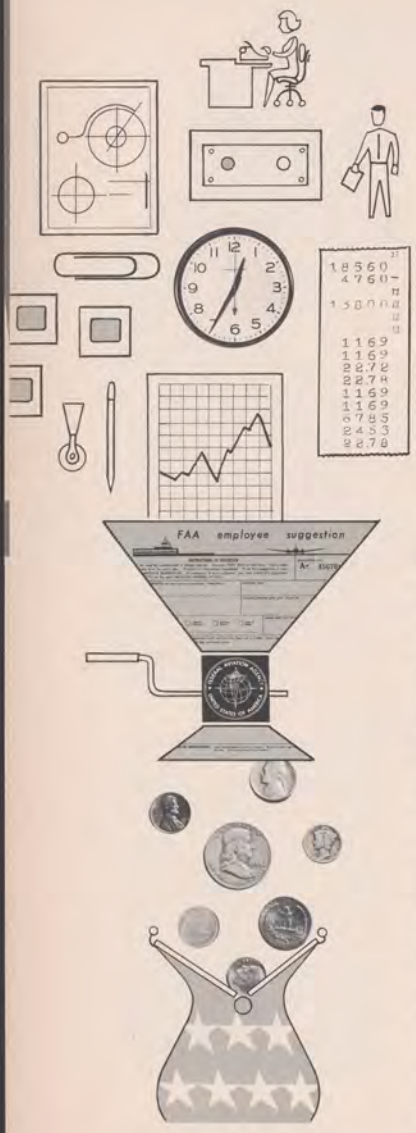
The group met principally with H. Kanai, whose duties correspond with those of the FAA's Director of the Flight Standards Service. His segment of the JCAB has rule-making authority and also has the authority to recommend what types of aircraft the airlines can operate in Japan. The JCAB combines functions of our FAA and CAB, but has much broader authority in some cases.

Japanese officials in industry and government, Bussey said, were keenly interested in American aircraft design and development. Throughout the tour, JCAB representatives emphasized their desire to have their aircraft meet U. S. civil aircraft standards. Japanese industry is eager to produce planes which would be competitive on a world-wide market. The Kawasaki KV107-11 helicopter, being built in Japan under license from Boeing-Vertol, is now available for export.

Japan has linked itself closely to this country and looks to the United States for technical guidance and leadership in aviation. Japanese civil air regulations have been patterned after our Federal Aviation Regulations, and English is the universal language of air traffic control in Japan.

While Japan is solidly in the jet air age, it is not moving so fast that it brushes tradition aside. In 1960, the father of Japanese aviation again strode on the stage of history. Now a retired Lieutenant General, Yoshitoshi Tokugawa, accepted his original Farman biplane from American officials. The ancient plane had been removed to the United States following World War II and was returned as part of a goodwill gesture in commemoration of the 50th anniversary of powered flight in Japan.

Seated behind Tokugawa in the plane during part of the ceremonies was retired U. S. Air Force Maj. General Benjamin D. Foulois, 80, who also learned to fly in 1910. #



'A PENNY SAVED IS A PENNY GOT!'

How FAA's Cost Reduction Program Works

Benjamin Franklin's counsel: "Take care of the pence, and the pounds will take care of themselves," is axiomatic to big business—and Government is big business.

Well aware of how great and costly Federal Government operation is, President Johnson strongly emphasized management improvement and cost reduction in his budget message for the Fiscal Year 1966. Said the President: ". . . We have neither the resources nor the right to saddle our people with unproductive and inefficient Government organization, service or practices . . . We must . . . increase our capacity to find and correct management weaknesses throughout the Government."

Heads of Federal agencies were told by the President that cost reduction is a way of life in Federal Government. He emphasized that all programs would be subject to cold and searching examination and that obsolete programs would definitely be cut out. Moreover, as much imagination should be used in examining alternative least-cost ways to achieve agency objectives as is normally used in proposing new programs.

How is FAA contributing to the President's "War on Waste?"

Concepts and programs such as cost benefit analysis, staffing validation, productivity measurement, cost accounting, value engineering and the suggestion program all have contributed to the Agency's cost consciousness. To give added emphasis and to improve on our past accomplishments, the Agency is now actively consolidating all available techniques and efforts behind a program responsive to the President's objectives. This integrated effort is the FAA's Cost Reduction Program.

A salient feature of the cost reduction program is that it is an Agency-wide all-inclusive effort in which everyone from the Administrator to the file clerk has a direct and personal role.

Prime targets of the program are to:

- Eliminate the unessential.
- Find less costly alternatives.
- Improve methods and procedures.

It involves the setting of specific goals in dollars and positions, and the progress is measured against these goals.

To help assure that the management of each service, office, region and center gives continuing attention to the program, 37 cost reduction coordinators have been designated. Administrator William F. McKee in one of his first acts after taking office met with the coordinators and told them, "We will fight for what we need to perform the FAA mission but we must cut out non-essentials." In many subsequent actions and statements the Administrator has emphasized his belief that if we are to staff and fund our necessary programs we must make every dollar go as far as possible.

It is expected that all FAA employees will operate in the most economical manner and accomplish their jobs as effectively as possible. The Cost Reduction Program is founded on this expectation and calls for a concentrated, Agency-wide search for economy and efficiency.

"Ideas for money saving projects," said Jay Meisel, Agency Cost Reduction Program Manager, "funnel through the coordinators who expedite the plans to all levels concerned.

After approval by the Administrator, significant projects that result in large savings, or service improvements, are included in the Agency's Cost Reduction Plan and submitted to the President each year."

The larger projects usually have Agency-wide impact. Milestones of project accomplishments are set and progress is measured periodically—reported savings are independently validated. Projects not included in the plan are given the same attention within the Agency, but are not reported to the President individually.

The Agency's first plan was sent to the White House last month. It showed a savings goal of more than $48 million to be realized through some 50 projects during fiscal year 1966.

Money saved does not necessarily mean funds not used, for the President's program provides for savings to be applied to:

- Finance increased costs such as pay increases.
- Produce more units of work.
- Raise the quality of service or performance.
- Finance some other approved Agency program.
- Provide reserves or reduce the budget.

Doing a better job for less has always been an Agency goal. But today's tighter budgets, increasing complexity and rising costs make cost reduction a first priority program. Another object of FAA's program is to divert dollars from areas where they are not fully effective to areas where they are badly needed.

An important point is that the area of emphasis can be at any level in the organizational structure. What may appear to be an insignificant improvement at even the subregional level may be developed into a project that would apply to all like activities throughout the Agency and carry with it substantial Agency-wide savings and, quite possibly, Government-wide application.

Some savings approaches are:

- Work simplification and work design.
- Methods improvement.
- Reorganization and consolidation.
- Improving manpower productivity and control.
- Incentive awards.
- Consolidation of common services.

The success of FAA's Cost Reduction Program depends to a great degree on planned efforts to increase productivity, efficiency and economy.

Some examples of large and small Agency projects in the program are:

- Alaskan Region's use of tracked vehicles to reach the Kotzebue VORTAC instead of building an access road—$168,630 saved.
- Pacific Region's reduction of the extended workweek for certain employees on Guam, Canton, Wake and Samoa—$685,000 saved.
- Bureau of National Capital Airports' plan to extend the maintenance interval on mobile lounges at Dulles International—$8,000 savings.
- Headquarters Operations' computer modification—$38,700 savings.
- Compliance and Security's decentralization of full field investigations—$3,500 savings.
- Installation and Materiel Service's Agency-wide materiel management program—$837,440 savings.

President Johnson said: "Government costs can and must be cut . . . I have made abundantly clear my great interest in an intensified effort to reduce costs, increase productivity and conserve manhours. . . .

"There must be a new spirit of cost consciousness and improvement in every supervisor and employee. I call on you and those who supervise the work force of your agency to intensify and accelerate efforts aimed at encouraging ideas for cutting costs. . . ."

All FAA employees are urged to give their utmost support to the President's "War on Waste." #

Left: This group keeps a sharp eye on program effectiveness. From left: Jay Meisel, cost reduction program manager; David M. Munson, Deputy Director, Office of the Budget; Arvin O. Basnight, Associate Administrator for Programs; Alan L. Dean, Associate Administrator for Administration, and Harold B. Alexander, Director of Budget. Below: Using this "cat" instead of building a road in Alaska saved the Agency $168,630.

BADER BY THE SEA IS WORLD'S FIRST AIRPORT

To most people, Atlantic City means political conventions, Miss America and salt water taffy. But the city also is the home of FAA's National Aviation Facilities Experimental Center and has compiled a long and impressive record of achievement in the aviation field.

One of the earliest air meets in history was the Atlantic City Air Carnival. It began July 2, 1910, and ran 10 days. Sponsored by the city's aero club, it was held on the beach between two ocean piers not far from the present NAFEC site.

Several flying records were established. Walter Brookins, piloting a Wright biplane, hit a world altitude mark, climbing to the then dizzying height of 6,175 feet. The renowned Glenn H. Curtiss set a world speed record when he flew 50 miles, back and forth in view of the crowd on the beach, in 1 hour and 14 minutes.

"Interesting too," said John R. Vanderveer, now a member of the FAA Flying Club at NAFEC and an enthusiastic aviation historian, "it was during this event that Curtiss also provided the first demonstration of aerial bombing when he dropped oranges from an altitude of 100 feet on a yacht anchored just offshore. He later dropped more within a small circle on the beach to demonstrate the full potential of spot-bombing from the air."

All Atlantic City's flying was done from the beaches until 1919 when the city opened the "world's first airport," now known as Bader Field. This does not mean that Atlantic City had the first field ever used to accommodate aircraft take-offs and landings. However, the city does claim to have the first such field to be designated as an airport. Mayor Edward L. Bader brought about the city's purchase of the airport property, and it became known as Bader Field, although the official name was Atlantic City Airport.

Above: Bader Field—the world's first airport—as seen looking southward toward a part of the Atlantic City skyline. The Municipal Stadium is just beyond the aircraft parking area to the upper left. Below: Nearly 500 U. S. Army aircraft landed at Bader Field (also known as Atlantic City Airport) in May 1931 when they were engaged in a demonstration-tour along the East Coast.

The city opened the "world's first airport" by staging what was then an aviation spectacular. The Pan-American Aeronautical Congress opened on the Steel Pier, May 2, 1919, with stunt flying and other aerial contests scheduled throughout the entire month.

"It was hearing about all these exciting events at Atlantic City that got me started in aviation," recalled Lynn S. Probst, now supervising inspector at the North Philadelphia General Aviation District Office. "I remember my father telling me about a Lt. Omar Locklear who climbed a ladder from one plane to another in mid-air at Bader Field—that must have been around 1919. The last time I landed at Bader was in 1946 when I was flying an old Navy SNJ." Probst, a former barnstormer, learned to fly at the age of 17 at Parks Air College in East St. Louis and has been with the CAA/FAA since 1940.

The inauguration of Bader Field was a thriller and produced a number of firsts. A Lt. Rohiff, of the Curtiss organization, won a $500 prize for being the first to land there. He flew the 125 miles from New York City in 2 hours and 10 minutes. Lt. Eddie Stinson landed eight consecutive times in a 15-foot circle. A crate of eggs was dropped by parachute. None was broken, and each brought 25 cents as souvenirs. The editor of the Atlantic City *Press* dropped 10,000 leaflets over the city from a flying boat to announce the arrival of the Navy's famous NC-4, returning from a transoceanic trip. This was called the first news bulletin from the air.

"What is probably the most inspiring chapter of Atlantic City's aviation history was written by the Coastal Patrol of the Civil Air Patrol, located at Bader during the early months of World War II," said Dale C. Jepsen of the FAA Flying Club.

"The first two Coastal Patrols activated were in Atlantic City and Rehoboth, Del., on Feb. 28, 1942, to spot German submarines. The Atlantic City CAP was the first to be armed and the first to draw blood.

"Its fleet of light aircraft was rigged to carry demolition bombs and depth charges. On a July afternoon in 1942, one of these aircraft sank a German U-boat some 25 miles off the coast of Atlantic City. It was the first submarine kill credited to the flyers of the Civil Air Patrol."

The rapid advancement of aviation quickly outgrew the capabilities of Bader Field. The present Atlantic City Airport, which houses NAFEC, was constructed 10 miles west of Bader in 1943. Since it opened, Atlantic City Airport has always been a specialized dual purpose facility, operating first in conjunction with the Navy and now with the FAA which purchased the site in 1959.

Bader Field, today, continues as a busy general aviation airport. There's a wealth of private and business flying in and out of the resort, and the tourists still stop to see the pickup of aerial banners which are towed over the beaches regularly all summer. The 30 members of the FAA Flying Club, Inc. (NAFEC) also are faithful contributors to the overall activity of the "world's first airport." #

1

2

3

4

5

1 *Curtiss* Seagull *used in Atlantic City's first passenger flying service.* **2** *Passengers, crew and Curtiss Wright* Condor *transport plane during a charter flight to Atlantic City.* **3** *The Curtiss* Oriole *was frequently used in early passenger flights from Bader Field. Sightseeing "hops" were popular at that time.* **4** *In the early days, flying boats were parked on the beach and anchored.* **5** *John R. Vanderveer (left) and Dale C. Jepsen are FAA Flying Club members at Bader.*

AIRBORNE KIT IS A BOON TO ACCIDENT PROBERS

Tests Used to Determine Its Effectiveness

And to Train Men Under Field Conditions

Above: Accident coordinator Norman A. Proctor tries out the single sideband radio phone patch. Right: Regional Flight Surgeon Charles W. McMillin (right) and Robert E. Luth check the kit's medical chest.

"Hello Kansas City this is Minneapolis FAA test three, on channel two, over." There was a silence, and then a voice replied: "Minneapolis FAA test three, this is Kansas City. Read you loud and clear."

Norman A. Proctor, of the Central Region Flight Standards Air Carrier Accident, Enforcement and Incident Section, beamed. The single sideband radio set up in a field at Minneapolis' Wold-Chamberlain Airport had just made contact with the communications duty officer at Regional Headquarters, more than 400 miles away.

The radio was part of the fly-away accident investigation kit assigned to the Central Region and the test was to determine the kit's capabilities during field conditions.

"Fortunately there was no actual crash," Proctor said, "but the kit had to be tested and field investigators had to be checked out on the new equipment." So far the Central Region and two other regions have used the kit on actual crash investigations while other regions have held similar operational tests.

This was the second fly-away accident investigation kit shakedown held in the Central Region. A previous test was held at Fairfax Airport next to the FAA hangar at Kansas City, Kan.

"Both tests proved the effectiveness of the kit," Proctor said. "It made accident investigation easier and more precise."

In the earlier Kansas City test, general aviation and air carrier inspectors from the local GADO and ACDO and representatives from the Regional office, Installation and Materiel Division and the communication center participated in the program. Also, Regional Flight Surgeon Dr. Charles W. McMillin checked out the special medical chest which is included in the kit.

For the Minneapolis test, the kit was flown to the test site in a flight inspection DC-3. It simulated conditions which would exist during an actual crash.

Inspectors from the Minneapolis, Chicago and Detroit air carrier district offices witnessed demonstrations in Minneapolis which illustrated how quickly the kit could be flown from airport to airport and then trucked to the crash site.

The radio transceivers in the special kit permitted accident investigators to communicate directly with aircraft in the area and by phone patch with the Regional Headquarters, FAA Washington Headquarters or to almost any point in the world.

Other equipment in the kit includes a 35-foot antenna, tape recorders, walkie-talkies, a tent, an autopsy kit, an auxiliary power unit, miscellaneous tools and a supply of brightly colored orange coveralls for the investigators to wear.

Within minutes, the entire kit can become operational. Once the antenna is erected and the power unit is started, an accident investigator can make radio contact to all parts of the investigation scene. #

The accident coordinator, Norman A. Proctor starts the auxiliary power unit as test begins.

Above: FAA inspectors from the Minneapolis, Chicago and Detroit air carrier district offices pitched in to raise the antenna. Left: During the Kansas City test, inspectors were given a thorough briefing on the contents of the fly-away accident investigation kit. Listening intently to the briefing given by Norman A. Proctor are, from the left: Mordecai X. Crouse, of the Air Carrier Branch; James P. Kemery, communications duty officer; Charles M. Baker and Melvin E. Hoppock, of the Electronics Engineering Branch; Robert E. Luth, electronics technician; Bernard A. Geier and Alfred C. Reed, of the Kansas City General Aviation District Office.

HERE'S A MAN WHO ASSOCIATES WITH DIODES

...And Doesn't Care Who Knows It

Brush-cut, hustling 35-year-old Clarence B. (Clare) Krech is a prominent citizen in a world that barely existed 20 years ago. He is one of the Agency's 6,805 electronic maintenance technicians (EMT) in Systems Maintenance Service and like his colleagues, he reads, writes and speaks fluent electronese, a form of technical shorthand that saves time and eliminates error.

Clare Krech and his counterparts talk about amplitrons, magnetrons, diodes, parametric amplifiers, microwave links, baseband multiplex equipment, propagation path fade margins, CRTs (cathode ray tubes), PPIs (planned position indicators), ILS (instrument landing system), antennae array, moving target indicators and squelch.

They've invented, miniaturized, transistorized and print-circuited a language of their own to fit their trade.

Perfectly comprehensible to this crew, and the easiest, most foolproof way of getting an idea across, is a sentence like this: "I licked that video cross talk trouble by setting the baseband frequency response, the IF strip deviation sensitivity and baseband video levels, using a VTVM 650 oscillator, a 'freq' selective voltmeter and oscilloscope."

Clare's world of electronics hums, glows, clicks and buzzes, deep in the basement of the Minneapolis Air Route Traffic Control Center in the 100-year-old hamlet of Farmington, Minn., 20 miles south of Minneapolis. From this $2 million Center invisible lines of voice and radar pulses form a net controlling air traffic in a 300,000-square-mile rectangle—the largest geographical area of its kind in the FAA.

The Minneapolis ARTCC controls all military, civil and air carrier planes flying IFR (instrument flight rules) along its 22,000 miles of Federal airways, a traffic flow which amounts to some 1,000 operations a day, with 380 departures.

Clare Krech, along with 44 other electronic maintenance technicians in the Minneapolis ARTCC, works under the guidance of Richard J. Connett, chief, Systems Maintenance Sector 403. A tall, spare, blond man who smiles easily, Connett joined the Agency in 1957 after 10 years in the U. S. Navy where he obtained his electronic training. His introduction to electronics is an oft repeated pattern in the FAA.

Like him, most of the electronic maintenance technicians in the Agency, including Krech, who is also a Navy veteran, learned their profession in the armed forces. During his four-year hitch as a bluejacket, he attended three technical schools where he received extensive training in electronics and radar. He also completed three correspondence courses in radio.

Krech carried the learning habit with him when he joined the FAA in December 1957. In the past eight years he's completed all training for maximum performance in his present duties. He is now preparing himself in the management field.

This is in step with Headquarters planning for future development and growth of its electronic maintenance technicians. With improved management of workloads and scheduling shifts to provide just the right amount of men at the right time, in addition to advances in technology, it was inevitable that a surplus of EMTs would develop.

What is to be done with this pool of highly skilled talent? Is the journeyman level in the EMT field at the end of the road—a place to mark time, slowly accumulating yearly step raises and frustration?

Solving the problem is a continuing concern of Systems Maintenance Service Director Bernard J. Vierling. He says: "There are two avenues open to absorb our 'surplus' technicians—cross-training in new, related equipment such as the computers now coming into use in the National Airspace System, and the development of latent managerial talent which I believe we have in abundance in our EMTs. The group involved is relatively young—the average age is 37, too young to shelve, but just the right age for further growth and added responsibilities. Moreover, I expect within the next five years there will be a major exodus of men now in management jobs, through retirement and normal attrition, to provide room for this developing supervisory talent."

Recently, Krech and fellow EMT Earl O. Larsen grabbed hold of a management problem at the soldering iron level. Learning that the Agency was considering purchasing radar trigger and servo drive units at a cost of $2,400 each, the two men put their heads and hands together and produced one for $300. The units, designed to furnish servo and trigger data for associated mapping equipment on digital radar systems, not only makes these systems independent of the standard ARSR (air route surveillance radar) systems but furnishes more compatible information, thus increasing the system's stability and greatly reducing maintenance costs.

For this bit of electronic sleight-of-hand both men earned a letter of commendation. Earlier in the year Krech picked up an incentive award for developing a method of covering fuse posts to prevent shock hazard on beacon equipment. Another letter of commendation and a Sustained Superior Performance Award came his way in February 1963 when he grappled with management problems during a nine-month period while he was acting chief of the Radar Section of the Minneapolis Center.

A high-point in his professional career came last summer when he was selected as the 1964 recipient of the Airways Engineering Society's Joseph B. Harriss Memorial Award for Outstanding Service. Krech had earlier received the Central Region award as the Professional Technician of the year, which put him in competition with other regional winners for the National Award.

Currently, he is the Chairman of the Minneapolis Chapter of the Airways Engineering Society and served last year as its treasurer.

A man of dynamic energy, Clare Krech never entirely leaves the environment of radio and electronics. He has a "ham" rig in his cellar and is a member of MARS (Military Affiliate Radio Service), with call letters KOKPJ. During the floods and tornado which ravaged Minnesota in 1965, Krech stood by with his set in a support role, making sure no distress call went unheard.

Should any idle time intrude it is quickly gobbled up by his other interests—hunting, fishing, canoeing, whittling, wood carving (there's a difference), model aircraft, coin collecting, guitar plucking and harmonica playing. Before moving to Farmington two years ago he raised pigeons in his St. Paul residence. While in St. Paul, he was communications officer in a civil defense unit and he organized and conducted radio telegraph code classes for the local Boy Scout Council.

But his job remains uppermost in his mind. He is keenly aware of his responsibility to keep the FAA on the air 24 hours-a-day, 365 days-a-year safeguarding the Nation's airways. This is a feeling he shares with the other 6,804 EMTs working in the Agency's 574 sectors and sub-sectors.—By Frank J. Clifford #

Left: Clare Krech troubleshoots electronic circuit board. Below: He and Earl O. Larsen test trigger generator for synchronizing the radar system.

Audrey and Clare, his newly acquired canoe atop their car, discuss plans for trip. His "ham" call letters are on bumper. Below: Krech works his "ham" rig.

Flanked by sons Steven (left) and James, and his wife Audrey, Krech works a slide rule problem. Sons David and John were absent. Home study is a big item in Clare Krech's spare time. He's already completed four directed study courses.

Richard J. Connett, chief, Systems Maintenance Sector 403 (left), studies wiring diagram of random access plan position indicator (RAPPI) with Charles Kertis, supervisory electronic technician. Connett supervises 44 electronic technicians. Kertis is growing beard for his hometown centennial fete.

MRS. JONES SAID, 'THANK YOU VERY MUCH,' AND THEN THE FUN BEGAN

Mrs. Lloyd Monroe Jones, of Salinas, Calif., recently wrote a letter about the FAA to the editor of the Salinas *Californian*. The letter had unexpected results.

Mrs. Jones' letter expressed appreciation for efforts of Salinas FSS personnel in connection with a recent trip made by her son who is a private pilot.

She praised FAA employees for their "unbounding kindness, patience and the information they contribute to private flyers." FAA employees at Salinas, she stated, are "just waiting and hoping to be of help."

The staff at Salinas FSS was so impressed with Mrs. Jones' thoughtfulness they decided to present her with a message of their own—a scroll expressing their appreciation.

Mrs. Lloyd M. Jones displays the consequence of writing a "Letter to the Editor." Scroll is from Salinas FSS.

The scroll given to Mrs. Jones stated: "We, the employees of the Federal Aviation Agency's Salinas Flight Service Station, do hereby acknowledge a kind and thoughtful act by Mrs. Lloyd Monroe Jones, of 17831 Vierra Canyon Road, Salinas, Calif., who composed and caused to be published in the Salinas *Californian* on June 3, 1965, a letter expressing her appreciation for and confidence in the worthiness of our labors. With an accumulated total of 263 years in our profession, we have known no other person to so publicly proclaim a recognition of our most sincere efforts to serve aviation."

There was a sequel to the story: the *Californian* published an article on the scroll and a picture of Mrs. Jones in the paper's "Around the City" column.

Accident Investigation Studies Earn High FAA Award For Doctor

Dr. Robert F. Lash, a Knoxville, Tenn., FAA aviation medical examiner, received the Agency's Certificate of Commendation for outstanding service in aviation accident investigation.

Dr. Lash received the award from FAA's newly designated Federal Air Surgeon, Dr. Peter N. Siegel, at the annual meeting of the Flying Physicians of America in Miami.

The citation commended Dr. Lash for his ". . . resourcefulness and diligence in eliciting important medical information on the human aspects of aircraft accidents, thereby rendering a significant service to the entire aviation community and the American public."

The Commendation is the FAA's third highest honor and is given to individuals not employed by the Agency.

Over a period of years, Dr. Lash helped to establish valuable medical knowledge based on his examination of aircraft accident victims. Following an airliner crash in September 1964, Dr. Lash worked throughout the night and most of the following day prior to the arrival of any other physician or medical official. On another occasion, he arrived at an accident scene in the Smoky Mountains by helicopter and completed identification of the victims before the arrival of the rescue-search party some hours later. On still another occasion, he borrowed scuba diving gear to locate a crashed aircraft in Fort Gordon Lake near Knoxville and retrieved the body of the dead pilot.

Price Picked For 'South Of The Border' Job

Veteran, Spanish-speaking air traffic controller Joseph V. Price transferred from the Agency's Albuquerque ARTCC recently to serve as an air traffic service expert for a Central American regional project under the Technical Assistance Bureau, International Civil Aviation Organization (ICAO).

Headquartered in Mexico City, Price will travel throughout Mexico, Guatemala, British Honduras, Honduras, El Salvador, Costa Rica, Nicaragua, Jamaica and Surinam during a one-year duty tour.

Price, who holds a commercial pilot's license, entered the CAA/FAA as an assistant controller at Fort Worth ARTCC in 1941, and then transferred to Albuquerque in 1942. After three years as a navigator in the U. S. Army Air Corps he returned to the CAA/FAA as a controller in the El Paso ARTCC in 1946.

His first foreign assignment was as an ATC consultant, in Madrid in 1958-60. Later he spent two years as head of the Air Traffic Services Department in the ICAO Civil Aviation Training Center for Latin America in Mexico City before returning to the United States and FAA assignments.

Canadian CAP Cadets In Dixie

Southern Region's communications duty officer James W. Smith (back to camera), briefs Canadian CAP cadets and one of their Georgia hosts, Capt. Carson Demmond, Georgia Wing, Civil Air Patrol, on the vital function of the communications control and central aircraft dispatch during recent FAA visit.

International Flavor

Lovely Elena Jurgela, hostess for the Lithuanian Legation's display, and FAA's Deputy Assistant Administrator for International Aviation Affairs, Robert P. Boyle participated in the opening of 16 special foreign exhibits at the Dulles International Airport.

Son's Research Accomplishments Is Houston ARTCC Father's Pride

Supervisory ATC specialist Joseph Chaput of the Houston ARTCC has reason to do some boasting about his son Christopher, who made some important discoveries while performing research into the causes of chorea, a disease characterized by spasmodic twitchings, commonly called St. Vitus's dance.

Christopher, who just completed one and a half years of research and study for his master's degree in physiology at Baylor (Texas) University's School of Medicine, resumed his regular studies in medicine in September. He plans to specialize in neuro-physiology and continue his research.

The exact nature of his son's discoveries concerning the causes of chorea cannot be made public until a later date.

IDAHO FALLS FAAers RISK LIVES TO SAVE YOUTH

A teenager from Idaho Falls, Idaho, who recently slid and tumbled more than 1,000 feet down a wilderness mountain slope, owes his life to two FAA technicians who took quick action to rescue him.

Steve Austin and a group of Idaho Falls teenagers had driven up the road leading to the Ashton radar site and stopped near the Powerline switchback which is at the 9,000 feet level of the mountain.

Snow was still deep in the area and Austin decided it was an ideal spot for sledding. He improvised a sled from a cardboard box, got inside and pointed it down the canyon. The sled streaked down the snowy, hard-packed 85-degree slope, gathering momentum rapidly and finally flinging the frightened youth out. The boy rolled down the slope to the bottom, coming to rest unconscious on the rock-strewn canyon floor.

It was practically impossible to climb down to the injured youth. One of the girls in the group drove to the radar site for help. Two FAA technicians at the site, Donald F. Watkins and Gerald A. Neerings, obtained some rope and started down the mountain to rescue the boy.

Watkins edged himself slowly down the canyon on the rope while Neerings stayed on top to call out directions. It took Watkins 35 minutes to reach the boy. Watkins found that the youth was suffering mostly from shock, bruises and cuts; no bones had been broken in the terrifying plunge. He rendered first aid and then began the painfully slow job of getting the boy back up the mountain.

It took Watkins and Neerings an hour and a half to bring the injured boy back up to the road, using the rope. By the time they reached the road, Fremont County sheriff's deputies had arrived. The boy was taken to Ashton hospital for emergency treatment.

George M. Warren, chief of the Systems Maintenance Sector at Idaho Falls, described the rescue as "another instance where FAA personnel have rendered life-saving service at considerable risk to themselves and far beyond the call of duty." He complimented Watkins and Neerings on the quick action.

From left: Idaho Falls Systems Maintenance Sector chief George M. Warren commends two of his electronics maintenance technicians, Gerald A. Neerings and Donald F. Watkins, who rescued a boy who fell into canyon near their site.

Prior Planning by Minneapolis SMDO Keeps Flood Damages to Minimum

The foresight of Minneapolis Systems Maintenance District Office personnel prior to the Mississippi River floods that devasted the Minnesota area earlier this year left the FAA facilities in that area with only minor damage.

Upon learning from the Weather Bureau that a 52-inch snowfall in the Duluth area might conceivably result in a disastrous flood, Donald W. Updike, chief of the Minneapolis SMDO, appointed Robert Waiblinger, an airway engineer, as the flood control coordinator. When the floods hit, the SMDO was ready.

Waiblinger and Alex A. Artimovich, chief of the Minneapolis SMS, evacuated the ILS middle marker equipment from Wold-Chamberlain Field. Across the river at St. Paul, Minn., at Holman Field, a standby generator was setup and wired to run for two days if commercial power was cut off.

When flood waters began to cover Holman Field, James Bayer, program management officer; Don Rose, field maintenance foreman, and other SMDO personnel, removed the electronic equipment from the transmitter and engine generator buildings before it could be damaged.

At LaCrosse, Wis., where high waters damaged the telephone cables leading to the flight service station, Herbert Rugen, technician in charge, and Gaylor J. Killilea, flight service specialist, set up a satellite station in the basement of the LaCrosse telephone company, using Killilea's own amateur short wave radio as the link. Harry Tebbe, Walter Crary and Phillip Haars, of the La Crosse systems maintenance subsector, helped set up the link that kept the FSS in operation.

ELEVATE STATUS OF PERSONNEL FUNCTION; STRESS IMPORTANCE TO FAA

Placement of personnel operations under an official who reports directly to the Administrator was announced last month by the Administrator "to recognize the key role which people play in the management of the Agency as it carries out its diverse and vital jobs for the Nation."

The change, effective October 1, changes the title of Robert H. Willey from Assistant Aministrator to Associate Administrator for Personnel and Training and puts him on the same organizational level as other key members of the Administrator's staff.

Announcing the upgraded staff function, Administrator William F. McKee said: "I am taking this action to give the personnel function the status in the Agency warranted by its importance. The management of people is at the heart of the job of running any organization and, in many respects, the head of an agency must be his own personnel officer. For this reason I am providing for an Associate Administrator for Personnel and Training, who will serve as a key member of my immediate staff on all matters relating to recruiting, developing, training and motivating the Agency's work force. This action should produce many benefits

Robert H. Willey

within and without the Agency by making it clear that it is the Administrator, rather than a subordinate official, who makes the decisions concerning Agency personnel matters."

Willey, who becomes the Agency's first Associate Administrator for Personnel and Training with this function upgrading, is a veteran civil servant of more than 30 years experience. He began his Federal civilian career in 1933 with the Farm Credit Administration. He also has served in personnel positions at the Department of Agriculture, Social Security Board and Department of Defense.

During World War II he served in the Army, rising from second lieutenant to lieutenant colonel.

Prior to his appointment as FAA Assistant Administrator for Personnel and Training on Oct. 16, 1941, he was Administrative Assistant to the Secretary of the Army. From November 1954 to 1960, he was Director of Civilian Personnel in the Department of the Army.

Born in Salt Lake City, Utah, in 1916, Willey graduated from George Washington University in 1939 with a degree in economics. During his military service he attended the Army Command and General Staff School in 1943, the Army Service Forces Civilian Personnel Officers School in 1944 and took field courses of the Industrial College of the Armed Forces.

Willey has been an active member of the Association of the U.S. Army, the Society for Advancement of Management, the American Society for Personnel Administration, of which he is a past president, and on the Board of Directors, Worldwide Assurance for Employees of Public Agencies, Inc.

ATTRACTIVE EXHIBIT

Shown admiring FAA's Roll of Honor exhibit in the lobby of Washington Headquarters is Angela J. Dominic of Personnel and Training's Program and Management Branch, who came to the FAA from Spangler, Pa., last year.

FOREIGN AIR CADETS VISIT U. S.

Some 140 international air cadets, representing countries in Europe, Central and South America and Canada, recently concluded a 21-day visit with Civil Air Patrol wings in 22 host states in the United States. While in Washington, they were welcomed by President Johnson who praised the CAP for its "enthusiasm, dedication and self-sacrifice" and its desire to serve "a useful purpose in a troubled world." All students are from air force academies or aero clubs.

'WATCH DOG' OFFICE PROTECTS FAA PURCHASES

To assure that the Agency is getting what it's paying for, a new branch has been set up under the direction of Washington Headquarters Installation and Materiel Service. Named the Reliability and Product Control Branch (RPC) and headed by Dana E. Linden, it maintains three field offices which cover the Eastern, Central and Western States.

Each field office is manned by specialists who formerly were inspectors with the Program Management Branches.

It is RPC's responsibility to oversee quality control procedures and to witness approved compliance tests on equipment and systems under procurement at contractors' plants.

These specialists have the authority to accept or reject materiel for the contracting officer, thus assuring the reliability of National Airspace System and other equipment procured by the Agency.

In addition to branch chief Linden, other RPC personnel in the Washington Headquarters are: John P. Grisez, assistant branch chief; William Carnaghi, Transportation and Traffic Management, and Charles A. Neri, Major, USAF, Production Management Staff Officer (Military). Managers of the three field offices are: Robert R. Blair, Eastern States; Carl McCullough, Central States, and Fred Bustamente, Western States.

Reliability and product control representative John R. Norton (center) witnesses a test of an ILS/VOR monitor at California factory. Others are Joe Brownell (seated), and Victor Buell, both employees of the manufacturer.

Series of Illustrated Lectures Put Alaska Safety Message Over

An extensive driver education program was put into motion in the Alaskan Region recently by Safety Officer James A. Pendlebury to help reduce the motor vehicle accident rate there.

To help him with the project, Pendlebury enlisted the aid of Alaska State Police Captain E. L. Mayfield, and together they organized a series of illustrated lectures entitled "Expert Seeing for Defensive Driving." The lectures were presented to all Regional Headquarters and Anchorage based personnel and proved extremely popular.

Pendlebury feels the need for a driver education program is especially acute in Alaska where generally poor roads and extreme climatic conditions create unique safety problems for motorists.

"The program will be presented to other FAA employees in Alaska," he said. "With the help of the State Police we should be able to meet the goal set by President Johnson for a 30 per cent reduction in the accident rate by 1970."

Alaskan Region occupational safety officer James A. Pendlebury takes the driver reaction test while Capt. E. L. Mayfield, Alaska State Police, awaits turn.

Eastern Region Inspector Leads Scout Expedition

Far from the rolling hills of Pennsylvania where he resides, Eastern Region principal maintenance inspector Charles W. Schaffer found a home on the range as he led 20 scouts in an expedition through the rugged Rockies of New Mexico.

Schaffer, who works for the FAA in West Mifflin, Pa., spent his summer vacation supervising the 20 scouts from the Yohogania, Pa., Council. He feels such time is well spent when it benefits our young people and helps create a favorable image of the FAA employee.

Schaffer launched his mountain trek from the Boy Scout encampment on the slopes of the Sangre de Cristo range of the Rockies near Cimarron, N. M. During their tour Schaffer and his scouts hardened their muscles by such activities as mountain climbing and hiking.

The Price Is Right — Thunderbird Field Acquires A New Tower For $1

Unlike the old soldier who just fades away, old FAA towers are hauled away to be used another day.

Such was the fate of the old McCarran Field Tower, Las Vegas, recently when it was sold by the FAA for one dollar and moved to a private airport, Thunderbird Field, six miles away.

The dismantling of the old tower recalls some of the people who manned it during its 15 year history. Its first tower chief was E. Gene Schmidt, now in the Western Region's Air Traffic Division. His staff consisted of controllers Warren I. Carter, Edward J. De Grandpre and Raymond L. Parker, and Neil I. Scanlan, maintenance specialist. They all served in the tower when it began operating in December 1948. Later, Ralph J. Vroman became tower chief.

Like dismantling an erector set, the 15-year-old McCarran Field Tower, Las Vegas, comes apart piece by piece for its road trip to Thunderbird Field, six miles away.

The old tower cab is quite a contrast to today's modern, spacious, 90-foot McCarran Tower. It stood 54 feet above the ground and had 14 by 14 feet of floor space. It was equipped with one telephone and one interphone connecting the Salt Lake City ARTCC.

Its replacement is modern and complete in every detail and contains a radar room with three ASR-4 scopes to aid the controllers and pilots. Today's tower chief is Ralph R. Petersen.

The old tower remained idle since March 13, 1963 when it was closed to make room for the modern McCarran Tower. Soon it will serve the general aviation pilots from its new site at Thunderbird Field.

FILL-IN ON FILL-UP, HI-UP

This down-to-earth meeting on a high-up subject—air refueling procedures—took place on the sunbaked flight line at Castle Air Force Base, Calif., in August. Four key officials involved in the talks are, from left: Maj. Earle A. Tucker, air traffic control liaison officer; Fred M. Marks, Oakland Center chief; Art Cazares, Castle's FAA representative, and Jack O. Thomas, Oakland Center.

Gets Top Medal

Senior ATC specialist Jack T. Hasling, Houston Center, earned Louisiana's highest peacetime award, the Legion of Merit, for his service as Commander, 159th Combat Sup. Sq.

Alert FAAers Join 'Smokey The Bear' In Helping Stamp out Fires

FAA assistance to the U.S. Forest Service which helped reduce the toll of forest fires rated kudos recently in two areas of the West.

Clyde W. Doran, forest supervisor for the Coronado National Forest in Arizona, expressed his thanks to Ben E. Heath, chief of the Davis-Monthan AFB RAPCON, Tucson, Ariz.

"Many of the reports we received from FAA represented our first notification of a forest fire," Doran stated. "In many other instances, FAA reports of fires verified reports we already had. Because our forest is widely scattered, such verification of the location and condition of the blaze is critical. Please express to your employees our sincere appreciation for their time and efforts."

In Idaho, the Malad City Flight Service Station received a special citation from Governor Robert E. Smylie "in recognition of outstanding service in the State's 'Keep Idaho Green' campaign."

The honor was accorded the Malad City FSS for its cooperation in reporting fires and helping control them in one of America's largest forested areas, much of it virgin wilderness. The Malad City FSS was also nominated for the Smokey Bear Citation for 1964.

Fires reported by private or commercial aircraft to the Malad Airport are immediately relayed by FAA to the U. S. Forest Service. In many instances, these reports have enabled fire crews to contain a fire before it raged out of control.

Malad City FSS chief William R. Luedtke received the award.

TV Personalities

W. Lloyd Lane (left) Aeronautical Center Director and Mark W. Weaver (right), Public Affairs Officer, starred on TV recently in Norman, Okla. They appeared with Emory Link (center) moderator of the series called "The Image of Government."

FAAers GIVE CHILDREN'S HOME CHECK FOR $1,885

FAA employees at Knoxville Airport raised $1,885.85 toward a new building for the Children's Home of Blount County, Tenn., in a unified drive that included personnel of the tower, the systems maintenance sector, the flight service station and the Air Traffic Control Association's East Tennessee Chapter #30.

When community leaders announced a fund drive to replace the Children's Home after it had been declared a fire hazard, FAA personnel joined their neighbors in the campaign. Systems maintenance sector and flight service station personnel made lump-sum contributions. Tower personnel pledged one dollar per pay period for three pay periods.

The local Air Traffic Control Association chapter sponsored a money-raising program, open to the public, which featured entertainment from a well-known quartet, "The Statesmen."

Jack Stanton (left), Knoxville Airport Fund Chairman, accepts check for $1,885.85 for children's home. Others are, from left: Robert Potts, Knoxville Tower; Robert P. Swanson, FAA tower chief/area coordinator; and Robert Mathews, Air Traffic Control Association chairman.

On the Ground and in the Air She's a Real Attention Getter

"How would you like to have 10 Flight Standards inspectors watching you when you come in for a landing?" asked Miss Karis R. Ricketts, administrative clerk in the Flight Standards District Office at Merrill Field, Anchorage, Alaska.

This has been Karis' problem since she started flying lessons a year ago. "Even after I soloed in July, they kept watching me every time I flew the Civil-air Club's Piper *Colt*," she said.

"I never had any inclination to fly before," Karis added, "but being around so many airplanes and flyers, I couldn't resist the urge to become a pilot myself."

Karis said she isn't complaining about all the attention she gets from the inspectors because many flying and safety tips have been passed on to her by the 10 self-appointed ground school instructors. "Of course they tease me a lot, but I know they are trying to help me," she said.

A graduate of the University of Wyoming with a bachelor of arts degree, Karis came to Alaska three years ago. She joined FAA shortly thereafter.

Her boss, Bud S. Seltenreich, Supervising Inspector of the FSDO, and his predecessor, Melvin F. Derry, must have been a good influence on Karis because flying is now part of her life.

Karis Ricketts makes a walk around inspection of the Piper **Colt** before taking off on her first cross country solo flight. She flies with Alaska's Civilair Club.

CROWDS VIEW FAA DC-3

More than 4,500 persons toured the Renton, Wash., Tower during the recent aviation festival staged at the Renton Airport.

Nathan E. Ward, Renton Tower chief, and Fred S. McKnight, Seattle area coordinator, who assisted Ward in planning FAA participation for the event, reported a steady stream of visitors who also inspected an FAA DC-3 on display during the two-day event.

THE 'FLYING RHINOCEROS'

FAA Flight Standards Maintenance Inspector Richard Miller (left), of Anchorage FSDO, inspects Jerry Lawhorn's experimental aircraft dubbed the "flying rhinoceros." Lawhorn, an aviation mechanic with Alaska's Fish and Wildlife Service, has worked on the very maneuverable plane for five years.

Inflight Recorder Installed

A new inflight data recorder was installed in the Agency's Convair 880 during modifications at the General Dynamics plant in California. Charles D. Sjulin, of the Aeronautical Center's Avionics Systems Engineering Branch, Aircraft Services Base, checks the recorder. The recorder will provide accurate, comprehensive reports of the functional condition of the aircraft's various systems.

Management Plan for Aero Center Aimed at Improvement of Service

W. Lloyd Lane

The management of the Aeronautical Center in Oklahoma City has been placed under a single director in a move to improve the quality of services offered by the Center and to afford more efficient use of its funds and manpower.

Major operational activities at the Center, formerly under the jurisdiction of a number of different FAA offices in Washington, now will report to the new Director of the Aeronautical Center, W. Lloyd Lane. Lane, who previously served as Center Manager, will be responsible directly to the Administrator for the operation of all functions at the Center. Technical and policy guidance of the various programs will continue to be given by the Washinton office.

Among the FAA activities affected by this reorganization are the Civil Aeromedical Research Institute, FAA Academy, the Installation and Materiel Depot, the maintenance of FAA aircraft, the flight inspection of navigation aids and the processing and issuance of airmen and medical certificates.

This more efficient arrangement of Center functions became effective Oct. 1, 1965. It resulted from a comprehensive study of Center management recently completed by the Agency.

Approximately 10 per cent of FAA personnel and 10 per cent of the budget are accounted for by the Center.

USES CLUB TO GET TROPHIES

Larry A. Steppe, electronics technician with the Ukiah, Calif., Systems Maintenance Sector, is one of the Agency's most avid golfers—and he has trophies to prove it. His most recent award was as runner-up in the championship tourney held by the Ukiah Men's Golf Club.

DIVING RECORD SET BY SALT LAKE CONTROLLER

The scene was Lake Tahoe, Calif.—one of the West's deepest and coldest lakes. The skin diver dropped from the side of the boat, drifted downward through the azure depths. He plunged to 50 feet, 75, 100, 200, to a record depth of 300 feet. Up to that time no other skin diver had reached that depth in Lake Tahoe.

The diver was Anthony J. Stark, now assistant controller at the Salt Lake City ARTCC. Stark is head diving instructor for the Utah Skin Diving Council, which he helped to organize. He is also a volunteer skin-diving instructor for the Salt Lake City YMCA.

Stark has helped form several statewide underwater search and rescue teams and he has been instrumental in the recovery of drowning victims.

Anthony J. Stark, Salt Lake City controller, dove to 300 feet in Lake Tahoe, Calif., to set record for skin divers. He learned to dive in 1957 while in the Navy.

Stark began his diving career in 1957 in the Navy. Since then he has dived in lake and ocean waters of New England, California and Florida. He has done some commercial diving for lobster (while it was still legal) and some salvage work. Underwater treasure? Yes, but without too much luck. He explains that this is more a matter of luck than skill. He enjoys spearfishing, underwater photography and deep diving.

Besides this one-time record at Lake Tahoe, Stark has logged more than 50 dives at depths greater than 100 feet. He has more than 1,000 underwater hours to his credit.

Somewhat whimsically, Stark declares that this current underwater project is "hunting for the monster reported to be lurking in the depths of Bear Lake on the Utah-Idaho border." Tourists and others have reported seeing glimpses of a strange creature in the wilderness lake.

Stark's success in diving has not been flawless. He concedes that the worst failure of his salvage-diving career came last year when he was asked by the assistant facility chief to recover fishing gear lost in a lake near Salt Lake City. Stark not only came up empty-handed, but managed to break the boss's tow rope while waterskiing back to shore.

His skill as a skin diver has attracted wide attention in Utah, however. He has been called upon to instruct city and state officials in underwater search and rescue tactics. He has been interviewed on both radio and television.

Stark's advice to would-be skin divers: Go through a certified course of instruction given by a qualified instructor and learn as much as possible about this field before you try it.

Quonset Point RATCC Crew Lauded For Job At Race

The Eastern Region's temporary tower service at Rhode Island's "Block Island Week" festivities recently came in for numerous kudos by local officials, TV, radio and press.

The work of FAA controllers during the island's yachting event which brought many additional aircraft to Block Island Airport was featured in the *Providence Journal*, on filmed news reports over television Station WJAR and a taped commentary of tower services recorded for radio Station WING by John P. Regan, chief, Quonset Point, R. I., Radar Air Traffic Control Center (RATCC).

Commendations were also made by Albert R. Tavani, Rhode Island Administrator of Aeronautics, who said FAA's control tower services at the festivities helped make it a success.

Handling the portable communication equipment from an FAA truck ferried over to the island for the event, were air traffic control specialists Raymond Fisette, Richard A. Genga, Anthony C. Cinquegrana and Charles Ward Jr., all of the Quonset Point RATCC.

Severe Winds at Dyess RAPCON Topple 84-Foot Antenna Towers

Several towers "hit the dirt" and others were damaged when high winds whistled through Dyess AFB RAPCON.

In less than 24 hours, technicians of the Abilene, Tex., Systems Maintenance Sector were able to restore all standby communications of the Dyess AFB RAPCON after severe winds had toppled two 84-foot antenna towers recently.

Using a heavy crane borrowed from the Air Force plus SMS ingenuity, the technicians removed the fallen towers from telephone cables where they threatened a complete shutdown of communications. Then the communications lines were repaired and the two damaged antennas were replaced. One spare antenna was obtained and a second was constructed by the crew by cannibalizing parts from the damaged antennas.

The SMS was headed by Terry K. Oliver, sector chief. His crew consisted of Vernie R. Hefler, radar communications section chief, and Doyle D. Davis, James E. Cowan, William S. Blakemore and Rodolfo A. Trevino, all technicians. They were commended "for the expeditious and efficient manner in which they prevented a possible outage of the facility" by the Systems Maintenance Service Director Bernard J. Vierling. "It shows the alertness and resourcefulness of our personnel in emergencies," he said.

Later, a crew from the SMDO in El Paso constructed a permanent antenna platform to complete the SMS venture. The SMDO crew, all construction workers, were: William L. Lanier, party leader; William B. Edison, work leader; R. C. Logan, Orbie R. Chandler and Floyd W. Bartoo.

FAAer PLACES IN AIR RACE

Gary L. Lacina, controller at the Pendleton, Ore., combined station/tower, placed sixth in the recent 100-mile air race held at Pendleton. Lacina was flying a Cessna 185 *Skywagon*.

He averaged 170 mph on the four-mile oval course. In a 25-mile semi-final race, Lacina won third place.

PANEL AT NAFEC DISCUSS SAFETY DEVELOPMENTS

Improved communications between pilots and controllers was the goal of a recent series of conferences sponsored by the Atlantic City Chapter of the Air Traffic Control Association at the National Aviation Facilities Experimental Center. Seventy general aviation pilots and students heard 10 panelists discuss safety developments and services available through flight service stations.

Participating were: Roland McGowan, Bruce E. Ware, John A. McDermott, Carl V. Del Negro and John E. Burk, all of the Atlantic City Tower; B. S. Van Artsdalen and John J. McCarthy, of the Philadelphia GADO; Raymond Conover, of the Millsville, N. J., FSS, Donald Young, of Southern Jersey Airways, and Robert J. Ontiveros, of NAFEC.

Burk and Del Negro answered questions on conditions and procedures in the Atlantic City approach control area. They stressed the axiom that assistance for the pilot-in-doubt is as near as his microphone. This was substantiated by Ware and McDermott who used a tape recording of radio transmissions received by Atlantic City approach control on the previous day. The tape also illustrated that good microphone technique

Safety panel in action at NAFEC. From left: Donald Young, Robert J. Ontiveros, Raymond Conover, Program Chairman Robert McGowan, John A. McDermott and Bruce E. Ware.

is directly related to good pilot-controller communication. A service known as "Water Watch," available to pilots crossing large bodies of water, and other FSS services, were described by Conover.

Safety development projects for general aviation were related by Ontiveros and pending regulations affecting flight instructor certificates was covered by GADO Inspector McCarthy.

"The purpose of these forums," said ATCA Chapter Chairman Bernard Wall, Atlantic City Tower, "is to discuss topics of mutual concern and establish a better pilot-controller understanding."

GIRLS NATION APPOINTS FAA 'ADMINISTRATOR'

The new Girls Nation "Administrator" of the FAA, 16-year-old Stephanie Kimmel, of Davenport, Iowa, spent a day in Washington recently becoming acquainted with the duties and responsibilities of her new post. Seated at the desk of FAA Deputy Administrator David D. Thomas, Stephanie signs correspondence with Thomas' approval. Stephanie was appointed counterpart of Agency Administrator William F. McKee at the Girls Nation convention.

JOINT-USE RADAR CONFERENCE HELD AT McCHORD

Nine FAA employees were among the more than 150 military and civilian conferees at the 1965 joint Air Division Communications-North American Air Defense Command communications and electronics conference held at McChord Air Force Base near Tacoma, Wash.

It was the first such gathering since July 1961 and covered all aspects of operation and maintenance of communications, particularly the joint-use radar program.

Besides the FAA, those represented at the meeting included the U.S. Air Force, U.S. Coast Guard, Royal Canadian Air Force and several private telephone companies.

Laurence R. DeWolf, assistant chief of the Seattle Systems Maintenance District Office, presented an outline of the FAA organization. William F. Mowre, Seattle I&M District Office materiel specialist, discussed FAA supply support.

Other FAAers who attended included J. H. Watson, Air Defense Liaison Officer, 25th Air Division; Kenneth L. Willits, assistant chief, SMDO, San Francisco; Byron W. Mabee, acting assistant chief, SMDO, Portland; Warren J. Moell, engineer-in-charge, Red Bluff Air Route Surveillance Radar; Loren D. Vertner, engineer-in-charge, Klamath Falls ARSR; Dean M. Jones, engineer-in-charge, Spokane ARSR, and Max C. Kelch, chief, Operational Liaison Section, Western Region Systems Maintenance Division.

Vacationing Lady Controller Flies It On Her Own

Linda J. Lauder, assistant air traffic controller and trainee at Salt Lake City Tower, recently completed a flying vacation to the Virginia coast in her Piper *Colt*, "The Gnat."

The 2,200-mile trip to the East required 18 hours' flying time. Because of headwinds, the return trip to Salt Lake City required 22 hours.

The trip to Virginia provided Linda the opportunity to visit a number of FAA facilities across the country. Among facilities she visited were: the Cheyenne, Wyo., CS/T; Scottsbluff, Neb., FSS; Grand Island, Neb., FSS; Lexington, Ky., CS/T, and Richmond, Va., Tower.

She experienced excellent weather along her route except at each end of her trip. Bad weather near both destinations resulted in a four-day wait, but the time was spent visiting local pilots. "From Indiana eastward, I encountered haze and this took a while to become accustomed to it," she said. Miss Lauder reported that Eastern pilots were awed at altitudes flown by pilots in the West.

"Our mountains would no doubt present as much a problem to them as their haze does to us," she said.

"I hope to make a return trip in a few years with a slightly larger plane—and an instrument rating," she commented.

LUCKY SAL IS QUITE A GAL

It was a lucky day for Sally White of Washington, a 16-year old high school senior, when she arrived at Dulles from London after a six-week tour of Europe. Sally was counted by the FAA as the 2-millionth passenger to ride the now famous mobile lounge from the aircraft to the airport terminal. Among her many prizes was the assignment of Chrysler's turbine car for a few days.

HARRISS AWARD WINNER

FAA area supervisor in Albuquerque, N. M., Tom Landers Jr., was the recipient of the Joseph B. Harriss Memorial Award for Outstanding Service. It was presented to Landers by the Airways Engineering Society during their recent Atlanta Convention.

President's Mission Safety-70 Is Subject Of Management Talks

How can the toll of accidents in government be reduced? This question was explored in depth in a two-agency Federal Safety Management Seminar held in Portland, Ore., in August.

Participants in the week-long meeting which was sponsored jointly by the FAA and the Department of the Interior studied the effect of accidents on basic government programs.

Mission Safety-70, the government-wide program aimed at reducing accidents among all Federal agencies by 30 per cent by 1970, was also discussed.

Federal Aviation Agency participants, all from the Western Region, included Lee E. Warren, Deputy Director; Kenneth B. Wall, chief, Personnel and Training Division; Dr. J. Robert Dille, Regional Flight Surgeon, and George M. McCord, Occupational Safety Officer.

Representatives of the Bonneville Power Administration (Portland) and U. S. Civil Service Commission (Seattle) also spoke at the meetings.

FAAer Aids Crippled Children

John W. Schwab, chief of the San Angelo Combined Station/Tower, was elected a state director of the Lions Clubs of Texas Crippled Childrens Camp this summer. Schwab previously served as a director and has been president of the West Side Lions Club in San Angelo. He has been an active participant in the Lions Club program which sends crippled children to camp each year.

your health

SWEETS FOR SWEETS. Are artificial sweeteners such as saccharin and cyclamate safe to use regularly?

The Food and Drug Administration's Bureau of Toxicology, after reviewing years of data, recently concluded that these substances are not a health hazard and that daily use is permissible.

The labeling on the low calorie drinks is required by a Food and Drug law passed in the 1940s when dietetic foods for diabetics were first marketed.

NOW IS THE TIME TO ACT. "Children do not outgrow 'cross-eye' ", warns the Prevention of Blindness Society. If not corrected early, the child may lose vision in one eye. The best time to treat cross-eye is between six months and four years—the earlier the better.

For free counselling about your child's eyes, write to the Prevention of Blindness Society, Washington, D. C. 20005.

- and safety

DROP BACK TO SAFETY. One of the most frustrating driving experiences is to have to slow down and drop back to a safe distance when another car passes and cuts in front of you. But dropping back to a safe distance from the car ahead is an important safety factor and costs you very little time, according to the National Safety Council.

Let's say you're traveling 20 miles an hour and keeping the safe following distance of two vehicle lengths between you and the car ahead.

During an eight-mile trip, assume that cars cut in front of you 64 times, and each time you drop back two car lengths plus the length of the vehicle that cut in.

If each vehicle is the average 17 feet, you must drop back 51 feet each time for a total of 3,264 feet. Yet, during the eight miles, you lose only one minute and 48 seconds, which is infinitesimal when measured against how much an accident will set you back.

AVOID A COLLISION COURSE. Remember that children are back in school again, so drive carefully!

retirements

Wesley H. Brubaker (above, left), chief, Alaskan Region's Flight Standards Division, closed his flight plan on a 42-year career in Federal service. He's showing a model of a Ford tri-motor, an aircraft used in the '20s when he learned to fly, to Brig. Gen. Ralph G. Taylor Jr., USAF, Deputy Director in Alaska.

Brubaker joined the FAA as an inspector in 1939 after 15 years in the Postal Service. His last four years were spent in Alaska.

Another Federal career—this one started in 1922—ended this June for William J. Busching (below), when he retired as chief of Eastern Region's Portland, Me., Field Engineering Group, Systems Maintenance Division.

Busching joined the Lighthouse Service at Cleveland, in 1929 as a radio operator, following service in the Navy. Shortly after promotion to principal radio operator he was recalled to active duty in the Navy in 1940. He served five years and attained the rank of commander.

Busching established the Zone Inspector's Office in Old Town, Me., in 1949 and was promoted to his last job in December 1954.

tech talk

INERTIAL GUIDANCE DONS CIVIES. An inertial guidance system developed to meet exacting military flight operations requiring precision navigation has donned civilian attire and the results to date are impressive.

In its civil application, sponsored by Systems Research and Development Service, a Litton LN-12 inertial guidance system is being operations tested aboard a Pan American Airways DC-8 flying the North Atlantic route.

In a preliminary test flight on Aug. 3, the Litton inertial system proved highly successful during a 823-mile flight in a leased Corvair 240 flying from Van Nuys, Calif., to Salt Lake City.

At ground speeds of approximately 200 knots, the pilot demonstrated a capability of flying the aircraft to within four miles, or less, of his desired track position. Autopilot heading was manually controlled to maintain track, directed by the inertial system position deviation indicator in the cockpit.

Terminal errors recorded on landing at each end of the route were about three miles.

For purposes of comparison, a second inertial system on board was operated simultaneously. To check the accuracy of both systems, VOR/DME and overhead VOR position fixes were obtained enroute.

The intertial system installed in the DC-8 feeds guidance data directly to the cockpit flight director and, coupled with the aircraft autopilot, provides fully automatic aircraft control.

The evaluation flights are being monitored by the FAA.

NOISE PROBLEMS ANALYZED. Since the rapid expansion of civil jet operations the rumble of discontent from people living or working near airports has grown increasingly louder.

In 1963 Systems Research and Development Service began an in-depth study to better understand why and how communities react to noise and the feasibility of developing improved methods for predicting community response to noise.

Results of the first year's investigation have just been made available in a three-volume report: *Analysis of Community and Airport Relationships/Noise Abatement*. Copies can be purchased from the Department of Commerce, ATTN: Clearing House, Springfield, Va., 22151.

on the scope

1 *Glen D. Tigner (left), Washington National Airport Tower chief and Paul Moore, National's tower chief for five years, accepts Eastern Region plaque on behalf of the facility's 99-man crew. Award was in recognition of feat which kept National operating above normal requirements despite three-month rehabilitation shut-down of main runway.* **2** *Gene E. Smith, chief of Washington National Airport's FSS, received an award for getting double duty out of transcribed automatic weather broadcasts to pilots aloft.* **3** *FAA Academy instructor Robert E. Runyon is "tagged" by Mrs. Doris Comer, University of Oklahoma, to attend a new graduate program for Government employees at U. of O.* **4** *Mrs. Ilene Siegmund gets a Quality Within-Grade Increase from Casper, Wyo., sector chief George Oltion.* **5** *William D. Cunningham (right), who is Central Region's first librarian, discusses library plans with Donald F. Randolph, chief, Administrative Services Division.* **6** *Armand Ruocco (right) and Herbert Holmstrom (left) split $995 beneficial suggestion award being presented them by Installation and Materiel Division Chief Robert M. Brown.*


1


6

2


5


4


3

after hours

8 *The short and the tall of it met in Atlanta recently at an AES convention. C. S. Moeller (left) SMS and R. W. Griffith, Atlanta Center are old friends.* **9** *Wilma M. Osterhout, NAFEC secretary, displays her trophy as champion of the Center's Womens' Amateur Golf Society.* **10** *Boston ARTCC's softball team won YMCA's slow pitch league championship. From left: front row—John Meehan, Frank Bednarz, Thomas Tormey, coach Edward Macina, Paul Studer. Middle row—Robert Harrington, William Twomey, Roger Gauvin, David McDonald, Hermas Lavoie, John Ferrie, John Cotter. Back row—James Carrol, Paul Sharon, Frank Perrotta, Courtney Sargent, William Boudreau, Raymond Schwendeman and George Parks.* **11** *Controllers Gail H. Ginn and James St. Vigne (left) made the trip to Houston Center from New Orleans the hard way via the Intra-Coastal Waterway.* **12** *Draftsman at AL headquarters is Miss Mary C. Anderson who, by herself, built her own home near Anchorage.* **13** *NAFEC's golf team beat three Atlantic City teams in both match and medal play. From left: Milton H. Cole, Barry Keeffe, John W. Goodwin, Norman W. Gray and Paul Coulthard.* **14** *Top baseball team at the Aeronautical Center was that of the Administrative Services Division. From left, standing: Bill J. Montgomery, Eugene Taylor, Pruitt Lewis, Ronald Thatcher, Joe C. Haynes, Willie West and Gary Carpenter. Kneeling: Kenneth Towery, Bill Lloyd, William J. Owen, Ronald Sills, Bill Sage and Bob G. Haney.* **15** *Boston ARTCC controllers Jack Hicks (left) and George Chabot (center) chat with Red Cross workers at Blood Bank inauguration for employees.*


8


9


10


12


13


14


15

personnel pipeline

A $341 MILLION FRINGE BENEFIT

The variety of health benefits programs available to Federal Employees and the special advantages they afford give FAAers and their families unusually good protection against the expenses of accidents and illness. To illustrate, during one year alone the various Government-sponsored plans paid over $341 million in benefits to Federal employees and dependents. By selecting any one of several choices, Government workers can get a non-cancellable plan at better rates than those available to individuals without the need for a medical examination and without a waiting period. Not only are the rates better, but the Government also makes a contribution toward the cost, and employee payments are made easy by regular payroll deductions. Protection without cost is provided for 365 days for those in a non-pay status because of illness or any reason other than reduction-in-force, and for as long as 31 days after enrollment ends unless the employee cancels his enrollment. The same protection is continued for survivors, and for retirees who meet the requirements at the same cost as for active employees. Four types of plans are available: the **Service Benefit Plan,** through Blue Cross-Blue Shield, available to all employees regardless of location, provides basic benefits which are generally paid directly to doctors and hospitals and supplemental benefits for which the employee may apply and be reimbursed; **Indemnity Benefit Plan,** also Government-wide, offered through the Aetna Insurance Company, provides cash reimbursements to the individual or to medical facilities at the employees option; **Employee Organization Plans,** offered by employee organizations to their members, generally provide cash reimbursement; and **Comprehensive Medical Plans,** available only in certain localities, offered by teams of doctors and technicians, provide care in their own medical centers or in the form of direct payments to doctors with whom the plan has agreements.

INTERNEES MOVE UP THE LADDER

Three of the first 10 men brought into FAA's Intern Program have received awards, and the others have been promoted on an average of one grade per year since their selection. Their performance has convinced the Office of Personnel and Training (OPT) that the Intern Program is an effective system for choosing young talent for training for future top-level positions. OPT selects the interns from among Agency employees and from the Federal Service Entrance Examination (FSEE) register. In the first year of the program, 1962, all four of those selected from the hundreds who applied, were Agency employees. They were Gregory L. Maguire, Donald G. Heath and Edward J. O'Connor from Western Region and Joseph W. Noonan from Eastern Region. All were GS-8s when they entered the program. Today, they are GS-11s. The following year two selections were made from the FSEE. Arlie A. Goad entered as a seven and Veikko V. Lepisto as a nine. Both are 11s now. In 1964, three GS-8s and one GS-9 were selected. The GS-8s, James M. Dermody from Eastern Region, William C. Murray from Alaskan Region, and Clifford L. Schum from Southern Region and Philip G. Davidoff, who came from the Management Intern register, are now GS-11s. The program for the current year brought in two GS-8 employees, William J. Sasser and Morris J. Friloux, both from the Southwest Region. Heath and Davidoff have received Special Act Awards and Maguire earned a Sustained Superior Performance Award. Training for the selectees in this highly competitive program is a continuing process geared to prepare selectees for managerial positions by giving them well-rounded backgrounds both in the field and at FAA Headquarters. Mobility and frequent changes of assignment in a variety of locations and levels of responsibility is an integral part of the training.

MONEY SAVED IS MONEY EARNED!

With the coordination of the Suggestions Program and the Cost Reduction Program, the Employee Suggestion form now may be used to report cost reduction ideas. Help the Agency save money and earn money for your efforts!

A GOOD PLACE TO WORK

If figures don't lie, the 44,954 people on the Federal Aviation Agency rolls seem to think the Agency is a good place to work. Reports for the year ending June 30, 1965, show that 6,725 FAA people received promotions. In spite of reductions in staff, position management, grade controls, reorganizations and economy measures, one out of every six FAA employees was promoted last year.

During the year, 3,357 left FAA. This gave the Agency a separation rate of 7.5 per cent, far below the Government-wide rate of 19.8 per cent. More important, professional employees stayed with FAA; almost all of those leaving were clerical and wage board employees. To replace losses, 3,329 new persons were hired.

Four times as many FAA employees received awards as received disciplinary attention. During the year, 499 disciplinary actions were taken: 184 reprimands, 257 suspensions and 58 removals. On the other hand, there were 2,365 awards: 972 Quality Within-grade increases, 1,070 Sustained Superior Performance awards and 323 Special Act recognitions. Employees getting these awards also received over $500,000 in cash. The Government received extra benefits amounting to approximately one and one-quarter million dollars from these employee award programs.

About 75 times as many FAA employees made suggestions for improvements as submitted grievances. Only 71 persons filed grievances last year. On the other hand, 5,215 persons suggested improvements. Of these suggestions, 1,249 were adopted for a first year Government savings of almost $500,000.

Generally speaking, FAA employees were healthy. On average, each person used 53 hours sick leave. This, of course, included visits to dentists, visits to eye specialists and routine physical check-ups as well as actual incapacitating illnesses.

HEALTH PLAN EXTENDED

All of the plans under the Federal Employees Health Benefits Program have been placed on a calendar year basis for easier administration. Contracts which went into effect last November 1, would normally be terminated October 31, but the new policy extends benefits and premiums to December 31.


1

THEIR EYES ARE ON THE SKY

When 92 Civil Air Patrol Cadets from all 50 states and Puerto Rico alighted on Chemung County Airport, Elmira, N. Y. for a four-week encampment this summer, operations zoomed. Paul C. Hoskinson, area coordinator and chief of the Flight Service Station, said 7,121 flight services were provided during the encampment. James P. Manges, tower chief, said his eight controllers and two assistant controllers handled 18,359 operations, an increase of 11,305 over the same time period last year. Here's what it looked like: **1** Sailplane with cadet up front makes ready for a tow while another slips silently in for a landing. **2** Anticipation is the word for this cadet waiting for his buddy to secure line. **3** FSS specialist Cushman D. Hudson briefs cadets Ralph D. Kegel, Lyons, Ill., and Wayne T. Lemme, Yonkers, N. Y. **4** Cadet Jay Spencer goes to the source for flight information. **5** Air traffic control specialist Herbert F. James in Elmira Tower with CAP cadets. **6** Charles F. Hall, operations inspector from the Rochester General Aviation District Office, listens while cadet Spence runs through his flight plan.


2


6


3


4


5

FAAers ON THE JOB

Harriett A. Newton

The welcoming smile which daily greets the hundreds of visitors to the FAA Aeronautical Center in Oklahoma City belongs to receptionist Harriett A. Newton. A quiet, determined, attractive, honey blonde, Harriett can locate instantly any one of the 4,200 FAA employees or the 600 to 700 students normally in attendance, or can provide interesting information to visitors about the Agency's sprawling facility. A Government employee for more than 10 years, she joined the FAA in April 1964 after working with the Army and the Air Force. When she isn't seeking numismatic treasures in gold or silver, she's lining up on the bowling alley where she has earned many individual and team trophies. Her determination includes a desire to fly. She hopes to start flying lessons soon and satisfy a goal.

C. M. (Clete) Estep

A man of considerable property is cigar-chomping, jocular C. M. (Clete) Estep, who just completed four decades with the FAA and predecessor organizations. As chief, Materiel Management Division, Installation and Materiel Service, he's responsible for keeping tabs on the Agency's estimated $900 million in real property—airfields, roads, fences, towers, and even railroads—along with millions more in personal property. FAA property at Dulles International Airport alone is valued in excess of $104 million. Clete started in Government with the Air Mail Service in 1925, moved over to the Lighthouse Service in 1927, and, in 1933, to the Bureau of Air Commerce. And thence to the CAA and FAA. Retirement plans? "No. I'm just starting my second 40 years," he says, his cigar bobbing in emphasis.