



Airport Builders

Construction schedules are checked by Outstanding Handicapped Employee Herbert Willis (left) with Ted Foskitt, airport sponsor's resident inspector, at new North Perry Airport, an FAAP-funded project administered by the Miami Area Airport Branch.

Herbert G. Willis Is Picked For Handicapped Honors

WASHINGTON — Herbert G. Willis, Jr., an airport engineer in the Miami Area Office, has been named FAA's 1968 Outstanding Handicapped Employee.

Willis, who lost his left arm in a childhood accident and three fingers of his right hand in another accident when he was 20, will be honored in Washington later this month.

He began his Civil Service career in 1943 with the U.S. Navy Department as an instrument man and party chief in the Public Works Engineering Department at the U.S. Marine Corps Air Station, Cherry Point, N.C.

Progressing steadily in his career, Willis became successively a draftsman, design engineer, general engineer and civil engineer, before achieving his present key position. His work includes counseling and advisory engineering services to municipal, county and state airport planners, engineers,

sponsors and engineering firms in connection with Federal Aid to Airports projects.

"Willis is an inspiration to co-workers," said James K. Howes, Chief of the Miami Area Airports Branch. "We have all long forgotten and never think about Herb as a handicapped person. His interest in his work and his sense of responsibility to the Agency and

For an inspiring story on how one man successfully overcame physical limitations, see "Handicapped? Who? Me?" on Page 2.

airports under his jurisdiction are outstanding. His concern for his fellow employees and his dedication to the job have obscured all personal considerations."

Willis attended North Carolina State College in Raleigh and Christian College in Wilson, N.C.

Photo Contest Is Announced

WASHINGTON — A contest for imaginative and interesting black and white photographs of FAA personnel on the job, agency activities and field facilities is being jointly sponsored by the Office of Information Services and Office of General Aviation Affairs.

Photos selected will be used in the agency's exhibits and in the aviation education program; therefore, their themes should be linked with FAA responsibilities.

Subjects might include controllers at work at radar positions (terminal and ARTC), flight service specialists briefing pilots, systems maintenance personnel servicing equipment (interior and exterior), installation of large equipment (radar antennas, microwave link, and the like), flight standards inspectors at work, research and development activities, and dramatic and flattering views of FAA personnel, buildings and facilities.

First prize is \$100, with two \$50

second prizes and twelve third prizes of \$25.

An unlimited number of photos may be submitted and more than one prize may be awarded to one person. Photos should be 5 by 7 inches or larger. There is no limit on the number of entries.

Photographs may be taken with any kind of camera.

Contestants should keep in mind that the primary purpose of the competition is to obtain photographs reflecting the contemporary, modern tempo of aviation and that out-of-date pictures may be less desirable.

The following data must be securely attached to the back of each entry: name, FAA organization, telephone extension, social security number (to expedite payment of cash award) and a brief caption identifying the photo or explaining what is being depicted. Do not write directly on the back of the

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Shaffer Named New Administrator

WASHINGTON—John H. Shaffer has been named by the President to be Administrator of the FAA. The Administrator-designate, in turn, has asked Acting Administrator David D. Thomas to remain as Deputy Administrator, and Mr. Thomas has accepted. Mr. Shaffer, 50, prior to his appointment, was a

corporate vice president of TRW, Inc., a major diversified manufacturer of aerospace and automobile components headquartered in Cleveland. He is a native of Everett, Pa., a West Point graduate, and holds an M.S. degree from Columbia University.

His career includes 11 years with the U.S. Air Force and 12 years as a TRW, Inc. executive. His active flying began as a bomber pilot during World War II in a variety of aircraft, including the B-17, B-26, A-26 and B-29. Peacetime service saw him with top Air Force responsibilities in the B-50 and the B-47 bomber programs. He also was qualified to fly a number of multi-engine transport aircraft.

After resigning from the Air Force as a lieutenant colonel in 1954, Mr. Shaffer joined the Mercury Division of Ford Motor Co., serving as general production manager and assistant plant manager prior to joining TRW, Inc.

The Shaffers (she is the former Joan Van Vleck, of Ridgewood, N.J.) have three children.

Deputy Pledges Full Support

In agreeing to stay on as Deputy, Acting Administrator, D. D. Thomas pledged "complete support and backing to the limit of my capabilities."

"I know each of you will do the same," he said in a message to all employees.

In the special *Intercom*, Mr. Thomas thanked all employees for their support "during the many months when there was a rising workload, a growing crisis in airports and airway needs, and a transition between Administrations."

He cited the vast majority of employees who "displayed the knowledge, the integrity, the ability, the enthusiasm and 'can do' spirit that has made the FAA the proudest and best agency in the world."

Mr. Shaffer's appointment must be confirmed by the Senate.



Administrator-Designate

Secretary of Transportation John A. Volpe (left), congratulates FAA Administrator-Designate John H. Shaffer on his being named by President Nixon to lead the agency. A West Pointer with an M.S. degree from Columbia, Mr. Shaffer is a former combat jet pilot with 11 years in the U. S. Air Force and more than a decade as a top executive in private industry.

All-Time Record Marked By 1968 'Saves' of Pilots

By David H. Brown

WASHINGTON — Forty terrifying minutes of near-panic for a woman pilot ended almost routinely because of a Phoenix radar controller's calm expertise.

He guided her down safely despite two near spins after she radioed "visibility nil" while lost in storm clouds recently. (See "Terrified Woman" story, this page.)

This was one of the record-breaking total of 4,097 flight assists or "saves" chalked up by FAA air traffic control facilities during 1968. In setting this new high in flight assists, agency facilities eclipsed the former mark of 3,697 set in 1967.

As in previous years, the majority of last year's assists involved lost pilots—2,501 of them. Use of radar, direction finding equipment and other means such as visual references to familiar landmarks enabled the lost pilots to be guided down safely, often under very trying circumstances.

Last December, for example, the pilot of a private plane en route from Monterey, Calif., to Lake Tahoe, Nev., reported that his cabin was filling with smoke. Fearing a fire, he cut off the fuel supply and began to descend. He told the FAA tower at Sacramento, which had him on radar, that he was not sure of his position. But the tower knew where his plane was and guided him safely to a nearby airport.

Other Assists Given

In addition to "saving" lost pilots, FAA air traffic control facilities last year provided various other types of assistance to aircraft in trouble. For example, mechanical failure was a factor in 581 flight assists, communications or navigation equipment failure in 459, fuel shortage in 430, bad weather in 509 and miscellaneous factors in 402.

FAA facilities that gave flight assistance included more than 300 flight service stations, which accounted for 2,090 assists in 1968—slightly more than 50 per cent of the year's total. Use of direction finding equipment was a factor in 1,251 of those assists.

Of the remaining 2,007 flight assists recorded in 1968, 1,578 were rendered by FAA control towers and 429 by ARTC centers. Use of radar was a factor in 1,396 of these incidents.

Terrified Woman Talked to Safety By ATC Employee

By Ruth Dennis

ATCS, L.A. Area Office

PHOENIX—"Let's get this airplane back on the ground," said SATCS Jack McMillen of Phoenix TRACON to a terrified student pilot of Scottsdale, Ariz.

For nearly 40 suspense-filled minutes one recent mid-winter evening, McMillen assisted the panicky student, who "got caught" in adverse weather and clouds, and was not qualified to fly IFR.

Departing on a short ten-minute flight in a Cessna 172 to a private airport near Chandler, the female student pilot entered clouds three minutes after takeoff from Phoenix. Shortly thereafter, she reported zero visibility in a heavy rainstorm.

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Jack McMillen, SATCS, Phoenix TRACON, adjusts ASR controls.



Willis checks "little black book" before commencing on-site inspection of airport construction now underway in the Miami Area. Willis is recognized by airport sponsors and consultants alike for his professionalism in airport engineering.



Every detail, large and small—such as this lighting cable installation at North Perry Airport—receives close scrutiny.

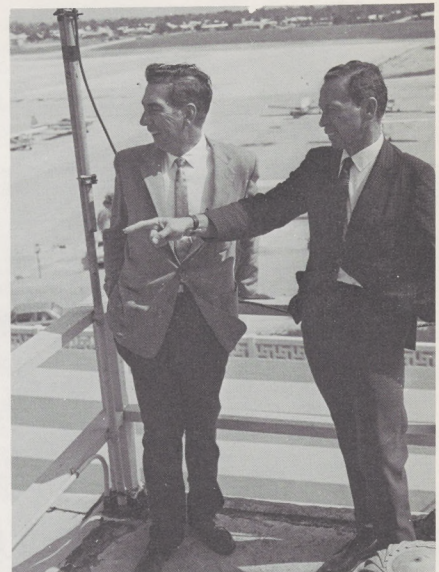


Willis frequently relies on his transit to verify accuracy of elevations during on-site inspections of construction now under way at the new North Perry Airport.



Spurred by visions of leisurely cruises and game fishing in the South Atlantic, Herb and Mary Willis work diligently in their free time to complete their 25-foot seaworthy cabin cruiser. When completed, the cruiser will represent almost three years of spare time work on their part. "Dry dock" is back yard.

Willis points out recent progress on current construction at new North Perry Airport to Hurshell Turner, Tower Chief, from atop the tower structure.



Handicapped? Who? Me?

One Man's Discovery: Personal Barriers to Success Dissolve in the Face of Determination.

Photos by Ernie Silva, SATCS, Miami.

Some may consider Herbert Willis, Airport Engineer in the Miami Area Office, handicapped. Not Willis.

FAA's "Outstanding Handicapped Employee" for 1968 will concede he's physically limited—he lost his left arm in a childhood accident and in a later accident portions of three fingers of his right hand. But through his achievements—on the job, as a family man, in church and community work, in his hobbies—Willis has proved that he's a winner. So far as he, personally, is concerned the term "handicapped" does not apply.

He attributes the influence of his parents following a traumatic accident at the age of five as a key force in helping him forge a successful and satisfying life. After marriage, his wife, Mary, helped by "standing by me, encouraging me and scolding me."

"My parents consistently refused to permit me the luxury of self-pity," he said. "They refused to allow me to hide my physical disability or make excuses for it. They encouraged me to do all the things a normal child would do. My father took me hunting and fishing—and I enjoyed a normal childhood." In high school and college, Willis was active in sports, successfully competing in basketball, baseball and tennis.

The greatest crisis in his life—and one that threatened to undo all his parents' good work—occurred when Willis was 20. He was using a power tool on a woodworking project when an accident cost him partial loss of three fingers on his "good" right hand.

"That could have been the last straw for me," he said. "It was a serious injury, but the real damage was to my spirit. For quite a while, I was virtually helpless, without the will to go on."

"Again, my parents stepped in. They simply would not let me believe that this second accident would make any real difference in my life. They insisted that my wish to be an engineer could still be realized if I refused to feel sorry for myself—if I determined to succeed. That was the real turning point in my life."

Today Willis has a key position in the Miami Area. As an Airport Engineer, he is responsible for 21 airport projects, ranging in complexity from a simple paving and marking job to construction of the multi-million dollar Fort Lauderdale-Hollywood International and North Perry Airport complexes. His efficiency, knowledge of FAAP procedures and facility for dealing with sponsors recently earned him an "Outstanding" rating with his boss, James Howes, Miami Airports Branch Chief.

He and his wife are active in church and community work. He enjoys several hobbies, including bridge and the construction of a 25-foot seagoing cabin cruiser—doing most of the work himself.

He has kept faithfully to a daily physical fitness program which includes walking and jogging two to three miles a day, rain or shine with "Missy," his pet beagle. Neighbors think he is exercising the dog, he observes, but it's the other way around.

Willis has done all he can to assist others who

have physical disabilities. He was glad, for example, to cooperate with the Civil Service Commission which wanted to use his story, along with photos, in connection with CSC's employment programs for the handicapped.

When Willis' son, Dennis, now 26, was growing up, Willis was very active in Little League baseball, concentrating on training and encouraging a number of youngsters with physical handicaps.

"That was one of the most satisfying experiences of my life," he recalls. "After I retire, I plan to work with handicapped children full time."

What advice does Willis have for others with physical limitations?

"Never make the mistake of feeling sorry for yourself. Accept your physical limitation for what it is—but no more. The world doesn't owe you a living. When you permit yourself the luxury of feeling sorry for yourself, you're licked."


"To succeed, anyone needs determination—and you need more. You must work a bit harder. An employer given the choice of two candidates for a job, one normal and one with a physical disability, usually is inclined to hire the normal guy unless the other fellow has a bit more to offer in terms of ability, enthusiasm and job interest."

"You must learn to sell yourself, to believe in yourself, to develop just a little bit more skill so that you have just a little more going for you when competing with the other guy. That little 'extra' can give you the edge you need."




Herbert and Mary Willis enjoy many leisure hours "at home" in North Miami Beach with pet beagle, "Missy."

DIRECT LINE



This is your direct line to the top! Your questions will get answers! Employees are encouraged to discuss questions with supervisors or their local personnel office, but for those who do not have ready access to a personnel office, this column will provide an opportunity to get questions answered. Send your letter to Acting PT-1, Federal Aviation Administration, 800 Independence Avenue, S.W., Washington, D. C., 20590. Ground Rules: • All questions must be signed. • This column should not be used to supplant formal grievance and appeals procedures. • Questions should concern personnel and training policies, programs and procedures, not operational or technical matters. What's your question?



Question: Direct Line has received two questions regarding the agency's authority to specify proper on-the-job attire for air traffic control personnel. One writer asked if agency-wide consideration was being given to authorizing the wearing of turtleneck shirt-sweaters. The other asked if it was wrong for air traffic personnel to wear conservative pastel sportshirts.

Answer: FAA has the authority, as does any responsible employer, to determine the appropriateness of on-the-job attire of its employees, including air traffic control personnel. This authority is delegated to the regions and, in some instances, may have been further delegated. Agencywide policy provides that air traffic personnel shall maintain a neat, clean, businesslike appearance during working hours. Personal grooming and clothing must be appropriate to the conduct of Government business.

Question: If I am on annual leave and administrative leave is granted to personnel in the office because of bad weather, should my annual leave be changed to administrative leave for that day?

Answer: No. When excused absence is granted because of weather conditions, the employee must be in an active duty status (PT P 3600.2, paragraph 78a(2)). If an employee is on leave (annual, sick, or leave without pay) on a day when employees are excused from duty for the above reason, no change is made in the charge against his leave.

Question: What is the agency policy toward a flight service station journeyman who is unable to demonstrate the ability to teletype a minimum rate of 35 words per minute in accordance with the latest requirements of Handbook 7230.1, Change 6?

Answer: On the basis of the facts presented, this journeyman was not initially required to attain a minimum rate of words per minute and for the past ten years has performed satisfactorily. Since adoption of this latest requirement, newly-employed journeymen will have to qualify at this minimum teletyping rate. The inquirer's past performance, the supervisor's recommendation and time-in-service may warrant an exception or waiver to requirements of AT P 7230.1, paragraph 266.4. Even should a waiver be granted, however, the employee should take advantage of training opportunities to bring himself up to current standards.

Question: I am an ATCS on a rotating schedule. Holiday pay is considered premium pay, but I am not sure how it works. Regulations state that "work performed on a holiday is paid for at a rate which is twice the rate of basic compensation regularly received by the employee." Assume that for a reg-

ular workday of eight hours I receive \$40 and that Christmas day will be a workday for me. What should I get paid for those particular eight hours and what should the total amount for that day be?

Answer: If your 40-hour workweek included an eight-hour shift on Christmas Day, you would get holiday pay for work performed within your scheduled tour of duty. For eight hours worked within your scheduled shift, you would get \$80 (your \$40 regular pay, plus \$40 holiday pay).

Question: An Employee Suggestion was recently returned to me with the recommendation that it not be adopted. The third and final evaluator used as his prime reason that the suggestion was against regulations and, therefore, could not be used. I knew that it was against regulations when I submitted it and was using the suggestion approach to get the ball rolling toward modifying or changing the regulation. I am now wondering how I should go about suggesting changes or modifications to a regulation I think needs changing?

Answer: Both the suggestion system and the Unsatisfactory Condition Report system are valid means of suggesting changes in or calling attention to regulations which are not working as intended. It is possible that the evaluator did not understand that you were suggesting that the regulation in question be changed. The fact that a suggestion is contrary to current regulations does not, in itself, justify non-adoption. A thorough evaluation of a suggestion may also require reappraisal of regulations and changes if necessary. You may wish to resubmit your suggestion, making it clear that you are suggesting a change in the regulation in question, and explaining why the change is being suggested.

Question: I feel strongly that a rate increase in Employee Health Benefits insurance should be accompanied with an "open season." Can the agency petition the Civil Service Commission to have an open season in the near future?

Answer: Yes. As a matter of fact, this has already been done and the Commission's reply was published in the *Intercom* of Jan. 20, 1969. According to the CSC, it would be impossible to hold an "open season" before next summer because of time required to plan, print and distribute material to all Federal employees, and the expense of "open seasons" requires them to be held to a minimum consistent with employee needs. Another reason for not having more frequent "open seasons" is to keep "bargain hunters" from changing to better, more expensive coverage when serious illness is impending, then switching back to less expensive coverage the following year, thereby making all plans more expensive for everyone.

Terrified

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The pilot became so frightened she was unable to control the aircraft. At one time, the aircraft radar target was observed to stop moving, indicating a possible spin or spiral. With the help of DF bearings from the FSS, McMillen was able to vector the plane to an area of better weather and back to Phoenix, where the aircraft landed safely.

The calm, authoritative manner used by McMillen in talking to the pilot undoubtedly led her from terror to sufficient self-discipline to follow his directions.

An experienced pilot himself, McMillen almost had to fly the aircraft from the ground. Continually, he reassured the pilot that everything would be fine if she would just pay attention and follow instructions.

Several letters of commendation were received from experienced aviation personnel who listened in on TRACON frequencies during the dramatic rescue.

"There is very little question in my mind that you saved her life," wrote Dick Dorgan, of Anderson Aviation Sales.

"A terrific job and in all probability you saved her life . . . a job well done," came from A. R. Bethancourt, Sky Harbor Operations Superintendent.

McMillen treasures most the words of the pilot herself: "Oh, boy, he was marvelous, just marvelous . . . I simply can't thank him enough."

Contest

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photo as this cracks the emulsion. Photos should be mailed in wrapper, protected by cardboard.

All entries become the property of the FAA. It is requested that, when possible, the negatives be retained by the contestant. Contestants may submit cropped versions of photographs they have taken, may do any imaginative art work or retouching, and may use unconventional kinds of lenses. Contest deadline is May 1, 1969.

Mail entries to Special Projects Division, Office of Information Services, IS-30, Federal Aviation Administration, 800 Independence Avenue, S.W., Washington, D. C. 20590.



It's 'Go!' for 'Aerostar'

The new "Aerostar" series of twin-engine business aircraft gets the green light with presentation of the FAA Production Certificate to Ted Smith, (second from left) president of Ted Smith Aircraft Co., Van Nuys, Calif., by Arvin Basnight, Western Region Director. Present (from left) were: Ron Smith, the firm's vice president, engineering; Ted Smith; Basnight; Robert Stanton, Chief, Aircraft Engineering Division for the Region; Robert Sayers, Burbank Aircraft Engineering District Office; and Dave Olsen, the aircraft firm's quality control manager.



Excellence Commended

On behalf of the Department of State's Agency for International Development, a Certificate of Cooperation was presented to the Embry-Riddle Aeronautical Institute of Daytona Beach, Fla. by Elbert Chambers (left), Tower Chief at Daytona Beach Municipal Airport. The certificate, presented to the firm's chief pilot, A. G. Tacker (right), was for the excellent technical training given 20 A.I.D.-sponsored East African students.

Flight Costs Compared

WASHINGTON—To fly a new single-engine, two-seater general aviation aircraft 150 hours a year costs the owner \$3,229, according to an operating costs report prepared by the FAA Office of Policy Development at Headquarters here.

According to the report, the use of general aviation aircraft for business or personal travel is generally more expensive than airline or automobile travel, except in certain instances. But there are convenience and time-saving factors which compensate for the extra costs.

In 1967, the average domestic airline passenger paid about 5.5 cents a mile on a trunk line, 7.6 cents on a local service airline and 35 cents on a helicopter airline. Overall average was 5.6 cents per mile.

The only general aviation aircraft that matches the 5.6 cents-a-mile figure at average utilization rates is the normal single-engine, four-place airplane used between 100 and 200 hours annually.

However, the report pointed out that these comparisons are based on the cost of available seat-miles of general aviation aircraft, assuming the plane is fitted with its maximum number of seats. If less than the maximum number of seats is available, seat-mile costs are higher.

Other general aviation aircraft can match average airline seat-mile

costs but only when flown at more than average annual utilization rates, the report noted.

Joint ownership or rental of general aviation aircraft can significantly reduce the cost of flying. By splitting fixed costs and proportioning others in relation to use, joint ownership of a small single-engine four-seater would cost two co-owners each using the plane 175 hours a year, about \$3,070, as compared with a single-owner rate of \$4,325.

Estimated annual operating costs of typical new general aviation aircraft of various sizes and models are given in the report, "General Aviation Aircraft Operating Costs." A limited number of free copies are available from: FAA, TAD-484.3, 800 Independence Ave., S.W., Washington, D.C. 20590. Requests should include a self-addressed mailing label.

Vietnam Action Seen by Hoppes

By Wallace Ward,
Chief, Palmdale AFS

PALMDALE, Calif.—Bill Hoppes, who left his position as supervisory electronics technician at the Las Vegas Sector, has just returned to a new job after serving as a civilian for a year in Vietnam.

During the 1968 Tet offensive, Hoppes was at Vung Tau Army Airfield installing electronic equipment in the tower.

During installation of the Cu Chi Tower, the area in which Hoppes was working came under mortar and rocket attack for 20 days. Rocket fire destroyed the tower and it was necessary to control air traffic from the back of a jeep, using a small FM transceiver, until the new tower was completed.

During installation of An Khe Tower, Hoppes again came under mortar attack and "rode shotgun" many times on trips through unsecured areas to obtain parts.

While out of the country, Hoppes' other duties included training U.S. and South Vietnamese Air Force personnel in tower equipment operation and maintenance. He also served in Thailand as advisor and consultant to the Air Force on tower equipment installation.

Hoppes is now at the Los Angeles ARTC Center in Palmdale, serving as a Supervisory Electronics Technician.



What a bookmark that pelt could make! It's carried by Mrs. William Moore, the Alaskan Region's Chief Librarian.



Gold? There used to be, says Robert Tuckey (left), a civil engineer, to Mrs. Earl Trejbal, clerk, and Robert Johnson, Engineering Technician.

Anchorage Whoops It Up



Frills and feathers and a flossy hat recall old Alaska to Mrs. June Alyea, Accounting Division Travel Clerk.

"A bunch of the boys (and girls) were whooping it up in the Malamute Saloon"—or so it must have seemed to those who visited the Regional Office in Anchorage recently. There was no sawdust on the floors, no swinging doors or tinkling pianos—but FAA offices were filled with "Floradora" girls, riverboat gamblers, prospectors and miners.

The occasion was "Fur Rendezvous Week"—that once-a-year event in Anchorage during which the whole town reverts to the turn of the century. "Fur Rendezvous" celebrates the end of Alaska's long

winter, a time when the welcome sun lingers a bit longer and there's a hint of the long, warm summer days to come.

"Dress up" days are one of the many features of "Rendezvous Time." Others include championship dog sled races, parades, art shows, exhibits and costume balls. For four days employees in the Regional Office and the Anchorage Area Office wore costumes to work.

Somehow, work got done despite all the "traipsing around" and "promenading." And in the halls of the

Hill Building there was nary a fight for the favors of a dance hall queen. Even Dangerous Dan McGrew made it safely through the colorful week.

Now "Fur Rendezvous" is over for another year. The carnival rides near Fourth Avenue have been dismantled. The bunting and grandstands have been removed. Costumes are back in storage. But still lingering are happy memories of a week of good fun when the whole town recaptured the lusty spirit of Alaska's historic yesteryears when men traveled by dog sled—and airplanes were undreamed of.



"Fur Rendezvous" is fun but work must go on in the Contract and Materiel Branch. From left are: James Boothe, Assistant Chief; Edward Bowden, Chief; and Mrs. Dan Kraft, secretary.



A "good old days" gown is worn by Mrs. Willard Prather, Accounts Maintenance Clerk.

Locketts, lavender and old lace were seen in profusion at Alaskan Regional Headquarters. Teletypist Kathryn Maughan and Duty Officer Robert Thomas get into the spirit of "Fur Rendezvous."



Old Russian robe is worn by Ahmad Amer, Civil Engineer in the Airports Division. At left is Mrs. Kenneth Crewdson, secretary, and at right, Geraldine Farrar, Records Clerk.