REGION 4 NEWS

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CIVIL AERONAUTICS ADMINISTRATION, LOS ANGELES, CALIFORNIA

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THE AIRLINES GET A NEW AIRCRAFT

by

Alfred O. Edwards, Jr.
Aviation Safety Agent, Aircraft Maintenance (O)

With the inaugural service of the Douglas DC-7 just around the corner, you have no doubt noted the attempts to stimulate the public interest. Record breaking transcontinental non-stop flights and promises of daily non-stop service from coast-to-coast are typical examples.

The public probably takes such publicity in its stride, but you, as CAA employees, know that we have had many branches working many months, and probably acquiring a few more gray hairs, in assisting to bring this new, safe, and modern transport to serve the public.

Since this story relates primarily to the part the air carrier branch plays in placing a new aircraft into scheduled service, space prevents us from telling the story in its entirety. Let it suffice to say that our engineering branch, factory inspection and flight test sections play an essential part in bringing the aircraft to the point where the air carrier branch is called upon to participate.

Air Carrier Operations, Maintenance, and Electronic agents assigned to airlines which have purchased a new type or model aircraft are assigned to the factory well in advance of the delivery date. Here they learn the construction, systems, powerplants, performance and limitations of the new aircraft. Some of them may be appointed as members of the Type Certification Board, others usually observe and assist the Flight Test Section in action. Most of them will participate in the Accelerated Service Tests which require a hundred hours of accelerated flying under all conditions. This test is designed to detect any weakness in the construction, design, or operation of the airframe, engines, and related equipment.

Operation agents sometimes participate in that elusive chase for "ideal" icing conditions to determine how the aircraft will react under light, moderate and heavy icing conditions. Needless to say, these tests sometimes furnish a few thrills when the aircraft takes on ice in excess of its design limitations. (Continued on next page)

These tests have also carried them from the tropics to the Artic Circle and have lasted for weeks to get sufficient ice under "ideal" conditions to determine the limitations of a particular aircraft.

Upon their return to the airline's main base, there usually follows a series of meetings with the management to formulate plans of coordinated effort to accomplish the multitude of items which are necessary prior to placing the aircraft into service.

A training program must be submitted and approved for pilots, flight engineers, stewardesses, mechanics, sp cialists, and ground personnel. All training is attended and evaluated by the agents in accordance with their specialty.

Manuals must be prepared and approved for both flight and ground personnel. Time limitations for the maintenance and overhaul of the aircraft and components must be established. The airline must provide proper hangars and facilities for the maintenance of the aircraft, both at the main base and along the route they intend to fly. Other problems involve special tools, servicing equipment, adequate supply of spare parts, weight control information and instructions, proposed schedules and time allocated for maintenance and servicing.

In spite of the fact that it is a new aircraft, the operator usually makes many modifications of his own before placing it in scheduled service. In one instance, an airline made approximately 150 engineering changes to a new model aircraft after it was received from the factory.

Every attempt is made during the factory tests to detect any weakness in the aircraft and its components. However, as a double safeguard, the airlines usually establish a department to perform what is known as a "service analysis" of difficulties encount as the aircraft accumulates time in scheduled operations. By this method, malfunctio and failures are analyzed for trend and seriousness. These, when coordinated with the CAA, the factory, and other operators, form a basis for service bulletins and airworthiness directives.

After ground training and familiarization, the flight crews and maintenance personnel begin their practical phase. The pilots and flight engineers are given an intensive course of flight training under normal and emergency conditions until they function as a well-trained team, at which time they are checked by the assigned agents to determine their competency in the equipment. At the same time, the maintenance crews are performing checks and correcting troubles encountered in this phase of the operation.

Finally, the day comes when the airline feels that they are ready to demonstrate to the CAA that they are ready and able to conduct a safe and efficient service for the public. This dress rehearsal is called a "proving run". All assigned agents accompany the aircraft and observe the performance of the aircraft, the flight crews, ground handling and servicing of the aircraft and its components. These proving flights are of 50 or 100 hours' duration, depending on whether it is a new type or model aircraft. (Continued on page 4)

Regional Administrator's Column

Now everybody knows the worst! All of the separation, demotion, and reassignment letters were mailed by November 25 to become effective December 31. From the statistical point of view, there was a total of 38 separation notices -- 10 in Aviation Safety and 28 in the Facilities Division. The letters offering positions at lower grades totaled 71 --- Facilities Division, 41; Aviation Safety, 5; Airways Operations, 23; and Business Administration, 2.

Of course, these statistics do not tell the whole story. As a percentage figure of our total employment, it is small. The true story lies in the fact that the people being separated are competent individuals whom we should like to retain. The demotion notices included a number in which the offer was two, and, in some cases, three grades lower than that currently held, which is a bit rough to say the least. Trying to look on the optimistic side, the next thirty days will be a period of negotiation, careful analysis, and substituting better offers as they may become available.

Some individuals may elect to retire, and others may find employment in industry at higher salaries than we have been able to offer. As these changes occur, the retention registers will be readjusted and those at the top will be notified if we can make a better offer than the original one. Such action can also reduce the number of actual separations. In those cases where you do not understand the action proposed, as it affects you individually, or you have a pressing personal problem, please feel free to contact the Personnel Office, your Branch or Division Chief, or this office for an explanation and such assistance as we can give.

Please do not misconstrue the foregoing figures as having any relation to the proportionate amount of reduction in the different Divisions. The number of existing vacancies in each Division was a definite factor. The change in program emphasis in certain Divisions was another, as well as previous reductions in other areas. For example, the Airports Division took the biggest cut during the consolidation program. It would be unwise to cut this skeleton force further until we know the status of next year's Federal Aid Airport Program.

The Business Administration Division had a number of vacancies and resignations so that, in fact, they took a very substantial cut and still face some additional readjustments before June 30.

In Airways Operations, the number of vacancies made it possible to absorb the changes, including reduction in the number of District Supervisors.

In the Facilities Division, the change in our policy regarding preventive maintenance, and the elimination of standby engine generators and other facilities reduced the workload and the manpower requirement.

In Aviation Safety, the Division Chief's position is being vacated and hereafter the three Branch Chiefs will report directly to the Office of the Regional Administrator.

(Continued on page 5)

THE AIRLINES GET A NEW AIRCRAFT (Continued from Page 2)

As a result of the observations made during these flights, the operator is given a list of discrepancies that he must correct before offering this service to the general public. After the corrections have been made, the aircraft is placed on the operator's certificate and permission granted to begin service.

I think it is with justifiable pride that we watch Mr. John Q. Public and his family (and incidentally our boss) walk aboard a new aircraft with complete confidence that we have done our best to assure him a safe, fast, and comfortable flight. I think it also explains why some of us feel that a life of public service has some rewards that aren't found in a pay envelope.

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LISTENING TO EMPLOYEES CITED AS KEY TO GOOD RELATIONS

"Ability on the part of management to listen rather than to talk when employees come to them with problems was cited as an important factor in employee relations by Charles A. McKeand, addressing Los Angeles business leaders .....

"McKeand, who heads the employee relations division of the Merchants and Manufacturers Association meeting...for its 11th annual conference, bluntly told a panel session that, 'you'll make a profit if you swallow your pride.'

"A nationally recognized management consultant, the M & M executive observed that effective communication channels between employer and employees play a major part in good employee relations.

"'The point is that everything we do in the field of employee relations has but one major purpose in mind -- improving the attitude of people,' McKeand observed. 'That means man to man, person to person communications,' he emphasized. 'There is a tendency on the part of each of us to prejudge or evaluate what the other fellow is going to say before he even opens his mouth. The man who comes in with a problem is talking to a frozen mind and he feels it and knows it.'

'We need to develop the art of listening. Every person rates and deserves intelligent listening. We're apt to confuse communications between employer and employee as a gimmick rather than a function, but it is a function and a most important one. When a man comes to you with a problem try to put yourself in his position. And listen. If you listen, you'll learn a lot.'"

Los Angeles Times, October 22, 1953

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Regional Administrator's Column (Continued from Page 3)

previously told you, this cut and these reductions are to get our operating costs down to the anticipated level of the 1955 fiscal year program which begins next July 1. Having now tightened our belts and improved our operating efficiency we should be able to go forward as a close knit effective organization. We have done our part to help balance the budget and assist our Government to get back nearer to a pay-as-we-go basis. Of course, we should not close our eyes to other means which will undoubtedly develop whereby we can further improve our operation. These may come about through discontinuances of facilities no longer essential. Some of these are actually under consideration now. However, we believe we can absorb them in stride without the necessity for separating people from the payroll.

This office has no knowledge of, nor do we expect any further appropriation cuts. We should, therefore, all look forward rather than backward, and continue our active support of this governmental agency's important and vital functions.

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MISSION IN GERMANY

By: Melborne L. Githens
Supervisory Electronics Maintenance Technician
Trinidad, Colorado

(Editor's Note: Mr. Githens was first employed with the U. S. Government in November of 1937 as a Junior Radio Operator in Cherokee, Wyoming. He worked in former Region 5 as a Maintenance Technician until August of 1949 when he transferred to the State Department where he was originally assigned as a Radio Maintenance Technician at the HICOG Civil Airport at Munich/Riem, Germany. In June of 1952, he was promoted to the position of Chief Radio Engineer in charge of planning, installing, and maintaining an integrated radio air navigational aid system in the U. S. Area of Control in Germany. He supervised the completion of the system and the training of German technicians for eventual assumption of its operational responsibility. The success of his efforts was demonstrated not only by the widely-recognized reliability and high standards of the system itself, but also by the fact that the assistance he rendered the German Air Traffic Services Institute during its formative and training stages made it possible to transfer HICOG facilities and operating personnel to the Institute as a "going concern". Mr. Githens was highly commended for his work by the Chief of the Civil Aviation Division of the Office of the U. S. High Commissioner for Germany. He returned to work with the CAA in July of this year. The following article, prepared by Mr. Githens, outlines some of his experiences while on this foreign assignment.) - - - -

After completing a six months assignment maintaining VAR equipment with the Berlin Air Lift, I had the opportunity to take a position with the Office of Military Government in Munich, Germany, as Radio Maintenance Engineer.

I arrived back in Germany on August 18, 1949, after a short vacation, ready to go to work. Since the Germans at that time were not permitted to engage in any form of aviation, all radio aids, airports, communications and air traffic control were being handled by the Allied Air Forces. However, since certain airports were in use primarily by civil air carriers, it became desirable for a civil agency to operate these facilities, relieving the military personnel for duties elsewhere. Thus came into being the Civil Aviation Branch of U. S. Military Government. The British and French governments formed similar organizations, and the whole enterprise in Western Germany was coordinated through a tri-partite Civil Aviation Board. (Continued on next page)

Arriving at Munich, I found one home-made MF beacon, one loop range and a room on top of the unbombed part of the airport building which served as a tower. Tower equipment consisted of a few old transmitters, receivers, and field telephones on loan from the military. American tower personnel (borrowed from CAA) were carrying on business as usual. Spare parts consisted of a basement room full of various radio equipment which had been salvaged from the dump. Two German (non-English speaking) technicians completed the picture.

After two months of getting equipment in shape, "organizing" tools and test equipment and learning the German language, word was received that the Military Government was closing out and that we were being transferred to the new Civil Aviation Division of the U. S. High Commission. It stated also in small print that I would be expected to not only maintain facilities at Munich, but install and maintain facilities in Bremen, Nuernberg and Stuttgart as well. Where the facilities were to come from was not mentioned.

So, down to the store room and haul out the salvage pile. Hire technicians, beg, borrow or steal -- even buy parts when you could find them. Four new control towers to build. Where are the nice control and switching panels? Take some sheet metal, tools, junk relays, lamps and wire and a few weeks' time and there you have them.

With the new towers in operation, the next step was ILS. Surplus Military equipment was made available, rebuilt to conform to ICAO specifications and converted to 50 cycle power. Compass locator transmitters and ILS monitor equipment were built from salvage materials. Orders were also placed on a German firm for manufacture of new ILS equipment and for ten VOR stations. The German model of the localizer had a very interesting automatic course corrector.

The VOR equipment was finally delivered and installed and proved to be very satisfactory. The antenna system is quite different than that in use in the United States and results in smaller course errors. The buildings were quite unusual, of masonry construction and circular, and divided in two sections, one of which housed an automatic diesel standby power plant.

With the signing of the peace contract imminent, it was decided to turn over air traffic control and radio aids as much as possible to the German government. A school was opened at Munich and operated jointly by the CAD with considerable success. A very complete mock-up of tower and center installations was constructed by the radio section for use in training. Maintenance and engineering personnel from the new German organization were given on-the-job training at various facilities. ATC centers were built at Frankfurt and at Munich and placed in operation early this year with CAD-trained German controllers.

Since the Germans were fully trained in maintaining all types of radio aids in use, I found that I had worked myself out of a job, so back to CAA. The experience was very interesting and instructive, but there is no place like the USA.

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DIVISION HI-LITES

Airports Division:

Mr. Charles J. Winger has assumed the duties of Acting Chief, Airports Division, vicing Mr. H. A. Hook, who resigned to accept an offer from the architectural and engineering firm of Pereira and Luckman for as assignment in Spain.

On November 4, Mr. Hook and Mr. Winger met with officials of the County of Los Angeles concerning the action taken by the County in turning over the entire facilities at War Eagle Field to the Sheriff's Office. If the transfer of War Eagle Field to the Sheriff's Office is approved by the CAA Washington Office, it was agreed that an amount equal to the appraised value of the facility shall be transferred to the Airport Fund of the County for airport purposes.

Aviation Safety Division:

An application has been received from Aerojet-General Corporation for a Production Certificate on its type certificated JATO units. A complete factory inspection has been conducted at Azusa and Sacramento, and the Production Certificate will be issued in the near future.

Conformity inspections have been started on the Wee-Jet Model 880, which is being built by the Carma Manufacturing Company in Tucson, Arizona. This aircraft will be powered by a Continental Turbomeca engine. The company program calls for prototype flight tests to begin early in 1954. The prototype aircraft is being built for development purposes; however, the submittal of data for type certification is expected to begin in the near future. Present plans call for the fabrication of a static test article simultaneously with the prototype.

Official CAA flight tests and functioning and reliability flight tests have been completed on the Douglas Model DC-7. The Type Certificate was issued on November 12. American Airlines and National Air Lines versions of this aircraft have been certificated to date.

An Application for Type Certificate has been received from the Fletcher Aviation Corporation for its Model FU-24. This aircraft is being submitted for type certification under Part 3. Representatives from New Zealand Civil Aviation Administration are working with the Fletcher Company and Aircraft Engineering Branch in an effort to expedite this project for use as an agricultural aircraft. The tentative plan is for the New Zealand version of this aircraft to be manufactured in the United States, but assembled and flight tested in New Zealand. Fletcher plans also to proceed with normal type certification of the aircraft for sale in the United States. Because of the urgency of this project to New Zealand, everything possible is being done to expedite the CAA evaluation of the technical data.

The Type Certificate for the Lockheed Model 1049B-55 was issued on October 28, and the aircraft specification is being prepared. Several 1049C-55 aircraft have been delivered to Eastern Airlines. Flight tests to evaluate the Lockheed "speed kit" and Goodyear brakes on Super Constellation models presently are under way. (Continued on next page.)

On October 26, a meeting of Chief Pilots and other interested air carrier personnel was held at the Burbank Air Carrier Office. Several operational items were discussed, including a pilot training program and new CAM 42. Of special interest to those attending the meeting was a comprehensive discussion of proper engine starting and operational procedures by a representative of Pratt and Whitney.

Slick Airways has completely modified its Instrument Overhaul Section to meet the current requirements of the new Part CAR 52 and has made application for an approved repair station with the following ratings: airframe, instruments, radio, propeller and accessories.

United Air Lines plans to inaugurate service with the Boeing 377 aircraft, Los Angeles-Seattle, on December 1. Present plans are for a nonstop and a San Francisco stop both north and southbound daily. Training of domestic flight crews and Seattle ground personnel on the Boeing 377 is being conducted at San Francisco at the present time.

United Air Lines originally had a contract for the Bell Telephone Company to supply VHF coverage on its airway routes where telephone lines were available, this coverage to be down to 1,000 feet above the ground five miles on either side of the airway. The FCC recently disapproved this contract. At present, UAL is reviewing the problem, and if a revised contract, acceptable to FCC is not possible, United will proceed to implement further its own system of VHF stations using telephone company lines for control. The final results could be the same, but practical indications are that the coverage would not be quite as good altitude-wise as originally planned.

Under present plans, United Air Lines will receive its first DC-7 aircraft approximately April 1, 1954. The DC-7 will be used on its domestic routes, and present plans are to inaugurate service approximately July 1, 1954.

United Air Lines will receive its first Dehmel trainer with the CV-340 configuration on December 1, and it will be installed at Chicago. The second Dehmel trainer with the Convair 340 configuration will be received approximately December 5 and will be installed at Denver.

Continental Air Lines has amended its Operations Specifications - En Route to coincide with the requirements outlined in new Part 40 of the Civil Air Regulations. Previous authorizations required 12 pages, while under the new Part 40, only three pages were required for the same presentation. It is believed that Continental Air Lines' approval was the first in Region Four.

Effective November 15, Bonanza Airlines' Operating Certificate was amended to include Furnace Creek (Death Valley), California. This operation is the lowest altitude (226 feet below sea level) at which a scheduled flight is conducted in the Western Hemisphere.

During the month of October, the CAB held hearings into the Northwest Airlines accident which occurred at McChord Field, Washington, and the Regina Cargo Airline accident which occurred near Vail, Washington. Personnel of the Seattle Air Carrier District Office appeared and presented exhibits at both hearings.

The entire certificate maintenance responsibilities for Pacific Northern Airlines have been transferred from Region Five, Anchorage, to the Seattle Air Carrier District Office. This was effective November 1 and added four DC-3 aircraft, which operated on Pacific Northern Airlines routes within the Territory of Alaska to the responsibility of Seattle Air Carrier ASDO. (Continued on next page)

Johnson Flying Service is investigating the possibility of establishing a scheduled intrastate operation within the State of Washington. Preliminary discussions indicate problems are solved, except those of communications.

Alaska Airlines has reorganized its top management. Mr. Thomas A. Campobasso is now Director of Operations and Maintenance. A review of its Operations Specifications 511's has almost been completed by the Seattle Air Carrier District Office, and ILS approval is also nearing completion. Considerable work has been done on proposed revisions to its Operations Manuals, Airplane Flight Manuals, etc.

Our versatile aircraft mechanic (DAMI) at Astoria, Oregon, reports that he has a backlog of orders on his wind machines. He utilizes a small aircraft engine on a trailer for burning stumps, and has recently devised a hand starter. He is now designing a power feeder for mink and chickens.

The Fifth Annual Washington State Aerial Dusting and Spraying Conference was held at Yakima, Washington, on October 20 and 21. There were 200 in attendance, and the conference was considered the most successful to date. It is believed that the material presented will greatly assist the aerial applicators in performing a better service to the public.

Supervising Agent J. H. Doster of the Billings District Office has arranged for a courtesy check flight with each member of the Montana Pilots' Association residing in Billings. This activity is considered to be one of our greatest opportunities for accident prevention.

The New Mexico State Supreme Court has upheld a Curry County damage judgment for a cotton ·mer whose crop was damaged by a neighbor's aerial application of 2, 4-D to kill weeds.

Mr. E. W. Hudlow, Chief, General Safety Division, Mr. George Weitz, Chief, General Maintenance Branch, and Mr. William Glenn, his repair station instrument specialist, visited the General Maintenance Section. Several certificated instrument repair stations were reinspected by Mr. Glenn and Mr. Robinette, and Mr. Weitz reviewed the General Maintenance program objectives and planning.

Our Portland General District Office reports that a set of Boeing Stearman duster wings, which we approved at Corvallis, Oregon, a year ago with steel bands (the same as used for binding shipping cartons) used in place of rib stitching, have now been flown over 400 hours with no indication of adverse effects on the wings or flight characteristics. This banding of the fabric to the wings makes a much smoother finished product and saves considerable time and expense. This same Boeing Stearman operator has pioneered many new features on industrial aircraft and has now installed oil filters on all of his dusters. Another operator in the Portland area has converted a Bird aircraft to a duster and is carrying a dust load of 1220 pounds and operating at a gross weight of 3130 pounds with a Continental W-670. The original gross weight for this aircraft was 2250. This combination appears to have great promise for a new production industrial aircraft.

Facilities Division:

The Facilities Establishment Branch started to function under a new organizational setup effective November 16. The new sections are entitled Civil Engineering, Construction, Electronics Engineering and Installation. The Drafting and Materials Units remain unchanged. The new breakdown is based on functional rather than type of facility operation. hope that this change in organization will result in more efficient operation of Branch ivities. (Continued on next page)

Status of Establishment Program:

VORs:

Red Bluff, Calif.	Modernization completed and DME installed. Flight check delayed due to weather.
Williams, California	Completed survey and a satisfactory flight check of site. Plans are now being developed.
Stockton, California	Survey of sites and flight check by portable equipment in progress.
Fillmore, California	Received approval from Washington to build a mountain top site. Final survey and plans for construction are in progress.

DME at VORs:

Drummond, Missoula, Whitehall, Butte, Billings and Miles City, all in Montana - Installation completed and ready for tuneup.

DME at ILS:

San Francisco, Calif.	Installation completed and ready for tuneup.
Oakland, Calif.	Installation started.

Instrument Landing Systems:

San Francisco, Calif.	Modernization - completed installation of localizer monitors and started work on installation of TUS glide slope.
Seattle, Washington	Modernization - completed construction work on relocation of the building for the TUS glide slope and started electronic installation.
Salem, Oregon	Modernization - installation of control cable to Weather Bureau has been started.
Great Falls, Montana	Relocation of Outer Marker - completed relocation of building and installation of electronic equipment.
Salt Lake City, Utah	Relocation - completed survey and started working on plans and proposal.

Intermediate Landing Field:

Furnace Creek, Calif.	Started construction of gravel taxiway and enlarged parking apron on November 2. Work progressing satisfactorily.

(Continued on next page)

Precision Approach Radar:

Oakland, Calif.	Completed construction of the buildings and installation of cable by contract. Final inspection was held on November 23 & 24.
Seattle, Wash.	Installation and splicing of cables in progress.

TOWAC modernization:

Fresno, Calif.	Started installation work on Seco and installation of teletypewriter in Weather Bureau Quarters.

Point to Point Communication:

Grand Junction, Colo.	Completed construction of L.F. antennas and relocation of building.

Remote Transmitter and Receiver Sites:

Albuquerque, New Mexico:	Completed survey of sites of Sandia Mountain. Developing preliminary drawings and plans for the project.
Malad City, Idaho:	Installing link equipment at INSAC and for VOR and communication control at remote site.

Oakland-Mt. Tamalpais Remote Transmitter, Receiver and Link - Completing installation of additional equipment.

Exchange of Engine Generator:

Lucin, Utah	Completed exchange of engine generators - 25 KVA diesel for 12½ KVA gasoline.

Hoist Installation:

Winslow, Arizona	Installation completed November 12.

Military UHF Program:

Phase IV-A	Completed installations at Palmdale INSAC and Tower and at Colorado Springs Tower.
Phase V	Field survey made at Tucson, Arizona. Prepared plans and received bids for construction at Palmdale INSAC.

Training Program:

The following personnel of the Maintenance Branch are attending classes indicated at the Aeronautical Training Center, Oklahoma City:

DME	RADAR
E. R. Evans	R. I. Post
D. P. McPherson	D. L. Hughes

Airways Operations Division:

Final recommendations for consolidation of the two West Coast OFACS have been forwar to the Facilities Division for coordination with their engineering requirements and s mission of a unified regional report to Washington. January 1, 1954, has been set by Washington as the effective date for the consolidation.

A new Regional (consolidated) directory of interphone circuits has been distributed.

The Technical Services and Planning Branch is continuing study to determine if feasible to consolidate ARTC centers in the El Paso-Albuquerque-Los Angeles areas. A meeting was held in the Regional Office November 17 with representatives of the Pacific Telephone and Telegraph Company to determine interphone costs under the various possible combinations. The Telephone Company will advise in the near future regarding their findings

A study of two proposed Victor Airway by-pass routes to replace the Bakersfield-Daggett by-pass route has been completed. The report will be submitted for consideration by the Facilities Clearance Committee and Airspace Subcommittee.

In connection with study of siting VOR facilities in the Oakland-San Francisco area to provide the most advantageous arrangement for Victor Airways, it appears that the City of Oakland will proceed with plans to build a new instrument runway lying northwest-southeast. This will require relocation of the Oakland ILS and introduce additional problems in the implementation of independent airways into the bay area from Los Angeles. Coordinated study is continuing.

Washington has notified us that the Air Force and Navy were formally advised that payment for new or changes in existing interphone services at military installations must be borne by the military agency concerned.

The Coeur d'Alene and Superior communications stations were decommissioned effective November 14, 1953.

Our first Division Staff Meeting, attended by Division and Branch Chiefs and deputies was held November 20. It is planned to hold these every other Friday morning.

Effective January 1, 1954, the District Supervisor program will be revised. The total will be reduced from 14 to 8, each specializing in a particular field of endeavor as follows: Four communications, two air route, and two airport traffic control. The title will be changed to Operations Supervisor and all will be based at regional headquarters.

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MOST IMPORTANT WORDS

Five most important words:	"I am proud of you."
Four most important words:	"What is your opinion?"
Three most important words:	"If you please."
Two most important words:	"Thank you"
The smallest and least important word:	"I"

MEET THE BOSSES

Morris Plotkin

The Region's top staff advisor on program matters is humorous, affable, friendly Morris Plotkin. Plotkin has been with the CAA since 1946 at which time he joined old Region Six as a Management-Budget Analyst. In that seven-year period, the Texas-born UCLA graduate has made a rapid progression to his present position. He spent 2½ years in the Washington Office, 1948 - 1951. While back East, he was an Organization and Methods Examiner and later was Chief of the Estimates Division in the Washington Budget Office. He returned to the former Sixth Region in June, 1951, as Executive Assistant. At the time of the consolidation of Regions, he was named as the Program Advisor and Staff Assistant to the Regional Administrator.

Now only 37, Plotkin has made fast progress as a Government executive. Included in his background is a Bachelor of Science Degree and a Master of Arts Degree in Political Science from UCLA, with virtually all work completed toward his Doctorate. After finishing his school work, his first real job was with the U. S. Civil Service Commission as a Rating Examiner, at which time he received "Greetings" from "my friends and neighbors".

He served a year as an enlisted man and then was selected for OCS. He was commissioned an officer in the Adjutant General's Department with duty assignment as a Classification and Assignment Officer.

He tells of one highlight of his military experience - that of working with illiterates. The Air Force established a school to provide the equivalent of a 4th grade education in thirteen weeks. Instructor Plotkin recalls one Indian lad who could do nothing more than grunt when they got him. Thirteen weeks later, all that the Indian could do was grunt but now Instructor Plotkin could grunt too.

As for hobbies, he is a private pilot and quite an authority on sports. He also does a little oil painting, a talent which he came by honestly. His father, Dr. Peter Plotkin, is now a professional artist and was formerly a college professor teaching Art.

Morrey's wife is the former Marge Watkins. They have one boy, Larry, age 5.

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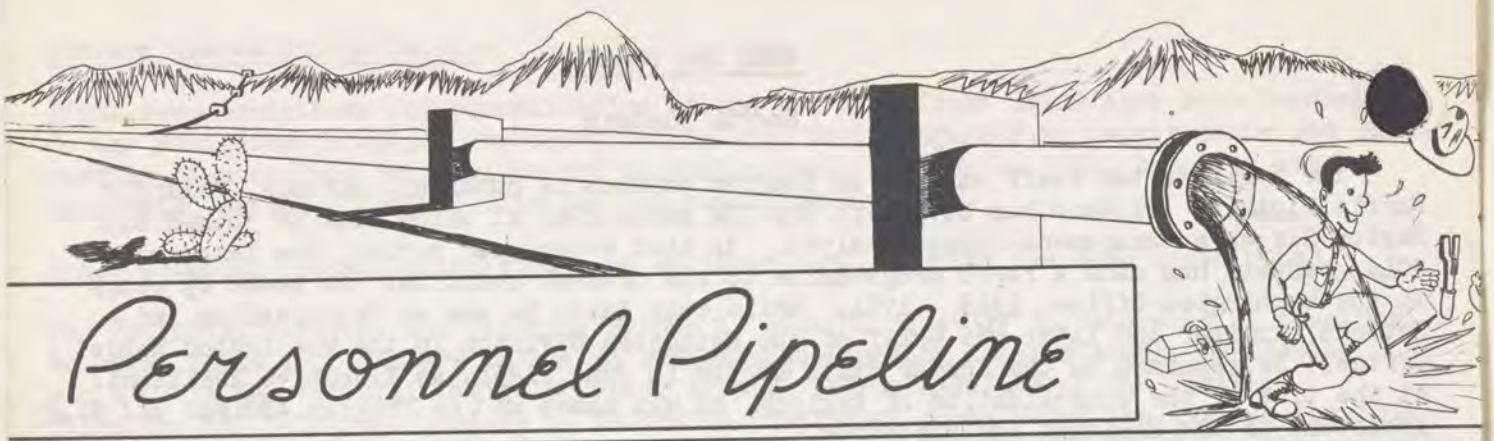


Personnel Pipeline

We believe that you'll be interested in a few comments concerning a recent meeting held in Los Angeles by the House Combined Sub-Committee on Civil Service and Manpower Utilization. This Sub-Committee has gone out into the field to get expressions on personnel legislation straight from the horse's mouth. The Sub-Committee devoted one day in Los Angeles to sitting back and listening to representatives of employee organizations as well as administrative and personnel officials expound on how improvements in the Federal Service can be accomplished.

The Committee was interested in comments on Performance Rating Systems, Leave, Incentive Awards - Suggestions, Appeals and Grievances, Supervisory Training and Selection, Promotions and Pay. The CAA Regional Office introduced still another topic - Reduction in Force Regulations. Stating it rather mildly, we have had some experience in this line recently.

The general tenor of the presentations by the local groups is briefly summarized:

1. Performance Rating Systems: The present system tries to accomplish too many things. Any scheme of performance evaluations should not be geared toward an anniversary date. Instead, evaluating the performance of people should be a day-by-day supervisory task. More time should be devoted to molding and developing the supervisor on how to improve his supervisor-employee relationships and dispense with the formal rating system. "Forget all of the paper and focus on the human being. It is not possible to legislate efficiency. It is possible to train supervisors to become effective leaders."

2. Promotions: Each agency should have a formal promotion program. There should be no tailored program to fit all Federal agencies, but certain ingredients should be inherent in any promotional system. The ingredients in descending order should include qualifications and merit with less emphasis on the seniority factor. The trend toward objective measurements, such as promotional tests, should be continued even though there has never been any test or examination which could take the place of human judgment. In other words, a testing system should never be employed alone, but rather dovetailed with other screening techniques to determine promotional material.

3. Supervisory Training and Selection: This area was considered as one of the most fertile fields for exploration. There has been too much talking about executive and supervisory development and not enough action. Any training programs of this sort should start at the top and work to the bottom rather than vice-versa.

(Continued on next page)

It is well recognized that the calibre of service in any given organization can be directly traced to the calibre and capabilities of its supervisory personnel. More attention should be given to the importance of such training since there is a high correlation between grievance appeals and unskilled, untrained supervisors.

4. Leave: It was forcefully brought out that Public Law 102 has met with rather violent employee dissatisfaction. This Law requires employees to reduce annual leave accumulations to thirty days within a reasonable number of years. It was mentioned that individuals who had accumulated a great deal of annual leave had done so at the request of the Government to stay on the job, and now they are being required to liquidate what was considered to be a cushion or severance pay in the event of separation. Not only has morale suffered, but also the cutback in leave is hurting government recruitment. The general opinion was that the leave system, as previously established, should be left alone. Further, that sick leave and annual leave should be separate and apart. Such appropriation riders as the "use it or lose it" policy, have done a lot to hurt morale among government workers.

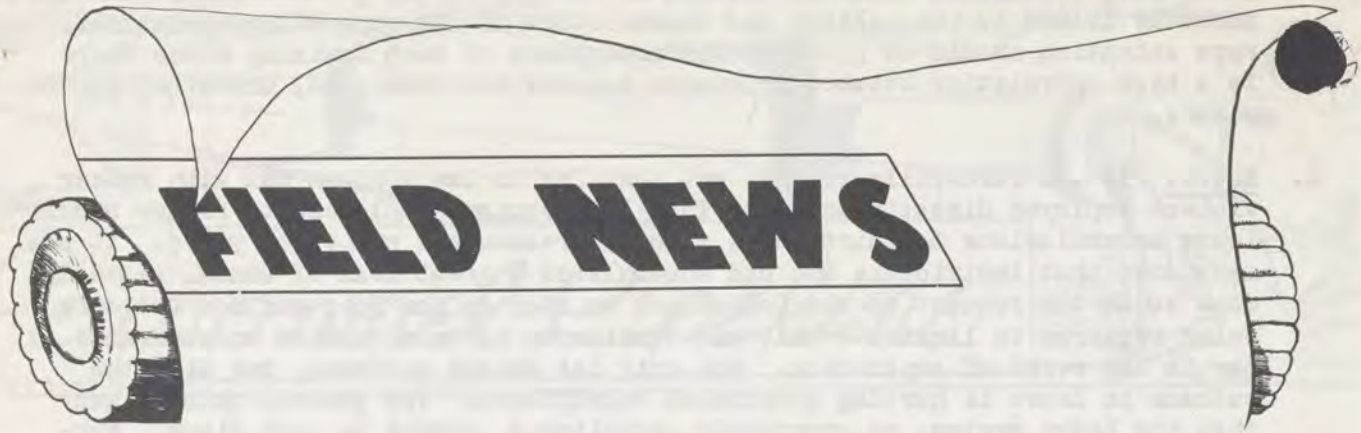
5. Incentive Awards - Suggestions: The Committee was informed that the present Incentive Awards Program was very valuable to the government and rather than discourage this system, more emphasis should be placed on it.

6. Appeals and Grievances: There should only be one appeal channel rather than the four or five different channels which exist. There should be no restriction on what can be appealed. The appeal process should go through successive supervisory channels. All employees should be informed of the appeals and grievance procedure. There should not be the distinction which now exists between veteran and non-veteran appeals. All should have the same rights and privileges.

7. Pay and Classification: The Committee was informed of the need for adjusting the Classification Act pay scale. A great deal of emphasis was placed on the salaries paid engineering personnel by the Federal Government as opposed to industry and other governmental jurisdictions. It was generally agreed that the pay scale for lower graded employees was approximately the same as that for private industry. For middle management and top graded positions, the Government salaries suffer in comparison to industry. The inflexibility of the present classification system is not too good since Congressional action is necessary to change the classified pay scale. Possible solution would be to gear pay into the cost of living index. Concerning periodic pay increases, there probably should be fewer steps, but the steps should carry more money. The present overtime rules should be changed and "bonus" pay given for hazardous occupations.

8. Reduction in Force: This system needs change. Legislation should be advanced to enable the Civil Service Commission to authorize the use of an agency Promotion Plan in reverse when the agency is faced with a RIF. The basic principle in RIF proceedings should be merit and efficiency -- not seniority and military preference. The latter two would be used only when all other things were equal.

The Committee is making a nationwide trip to obtain information concerning these items. Doubtlessly, this will assist them to do a more thorough job in making Civil Service laws more realistic and up to date.



Pueblo, Colorado:

INSAC: It is appropriate to begin by saying that we at the Pueblo INSAC are very happy to be associated with the former Regions 6 and 7 which now form the new Fourth Region, and we would also like to take this opportunity to say "Hello" to our many friends out there on the Coast.

At the present time, our complement consists of John J. Masiello, Station Chief; Otto Unger, formerly of Alaska; Dick Smolla; Ralph Calkins and Michael Wandrick. Our station consistently hits 23350 criteria points; we have a weather bureau airport station here that makes all weather observations; and we are on the verge of combining with the Airport Traffic Control Tower. The Maintenance Technicians are Dick Bullard SET, formerly from the former Sixth Region, and Paul Rooney, his assistant. The Airways Maintenance Technician is Harry Johnson. We have a good group of CAA fellows, all working together, getting along splendidly with each other, and all very glad we are in the new 4th CAA Region.

Of course, our main topic of conversation in these parts is the contemplated combining of the Control Tower and the INSAC station, which is supposed to take place some time next Spring. Construction work has started on a new Administration Building, a new traffic control tower, and new quarters for our maintenance technicians and Weather Bureau. The combining will no doubt take place at the same time we make our move from the present Municipal Airport, to a much larger airport, with 8500 foot runways, which was formerly used by the Military during WW II. With the exception of one communicator, three of us presently hold Junior Control Tower Ratings, and one communicator, Dick Smolla, holds a Senior Control Tower rating. All communicators have 2d class medical certificates. The Station Chief has attended the ATC school at the Aeronautical Center in Oklahoma City.

The City of Pueblo is served by two scheduled airlines, Continental Airlines, and Frontier Airlines, giving us a total of ten flights a day. At the present time, aviation activities here are at a new low, since we lost all of our flying schools, based operators, and A & E mechanics; but steps are being taken to remedy this situation when the move is made to the other larger airport, where facilities will be adequate for all types of flying, including jets. The tremendous home building programs, new television towers, etc, which have practically surrounded our present flying field, have seriously affected most of our present flying activities from this field.