

A MONTHLY NEWSLETTER OF SIGNIFICANT REGIONAL AND WASHINGTON ACTIVITIES

CIVIL AERONAUTICS ADMINISTRATION, LOS ANGELES, CALIFORNIA

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DECEMBER 1, 1956

THE FRONT MEN

By

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Chief, Facilities Establishment Branch

Someone must be first. If there is to be progress, there must be a first time for everything. There is the first man who steps foot in a strange land. The first person to reach the top of the mountain. The first man to build an airplane; the first man to fly it. In other words, they are the "Front Men." If you are planning a new type of construction, it is necessary that a location be picked and a site survey made, so it is with Air Navigation Facilities. The survey engineer is the "Front Man." He generally is the first man to set foot on a new site, be it on a mountain top or down in the valley. It is his job to determine the geographical location and set the stakes outlining the plot, and the place for the building foundation and the other structures.

In the old days when aviation was very young, the airways consisted mainly of a string of light beacons across the country. The engineers located the sites, constructed the foundations and towers and installed the lights. As the years passed, and aviation developed into a way of life, the airways became more complicated. New types of electronic equipment was developed. Radio communications became commonplace and the old beacon lights are being slowly discontinued and abandoned. More and more of the electronic facilities are taking their place. First, it was the MRL ranges, the SRA ranges, and now VOR ranges with TACAN coming in. However, the engineer is still the "Front Man" locating the sites for these new facilities. His job has become more complex as the land becomes more populous. Even the mountain tops and the deserts are privately owned which makes it necessary to negotiate with these private owners for leases, not that it wasn't necessary to negotiate leases in the old days, but much of the land was owned by Federal, State and County Governments which could be obtained from withdrawals at little or no cost.

Some experiences of the oldtimers were amusing (in retrospect); some not so amusing. For instance, the incident of the old rancher in Wyoming who ran the survey man off his place with a shotgun because he did not want anything to do with these new fangled gadgets. And then, there was the cattleman in Nevada who placed a claim against the United States Government because its representative burned up his grazing

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land by rolling rocks down the hill which caused sparks and set the grass on fire. There are those incidents too which give some credence to the old saw of accusing the office engineers of planning the work to be done in the Northern areas in mid-winter and in the Southern areas in the scorching summertime. The installation crew moving into Bryce Canyon to install the VOR equipment on the top of a 9,000-foot peak in midwinter, were snowed in for days at a time, suffered chilblains, and frosted ears and finger tips, but in spite of it all, completed the job and commissioned the range without undue delay.

The installation of the aerosphere on Farallon Islands, off the Golden Gate near San Francisco, was another job that called for unusual effort and fortitude in the "Front Men." The island consisted of 165 acres of harsh barren rock with no port facilities of any kind, clothed in a blanket of fog for days and weeks, even months; the coarse braying of the fog horns for hours without end, day and night, tested the nerves of the strongest of men. One of our men even resorted to writing poetry which is quoted herein:

#### Farallon Island

Far from civilization, a shore  
A rock in the ocean, and what's more  
A house, a path, a patch of sand,  
No cove or shelter where to land,  
No welcome word from kin or tie,  
Just winds, the rain, the fog and I.

No grass or shrubs, no pet or beast,  
No Lawyers, Doctors, Teachers, Priest  
No house of worship save the sky,  
Here souls are dead that did not die,  
Today and all tomorrows  
Bring neither joys nor sorrows.

Can you conceive a land apart  
Which knows no science or art,  
Where women will not bear their young  
Where Heroes worship alone, unsung.  
Where spoken words are well unsaid,  
A place unfit to bury the dead.

North, south, east or west,  
Where the eye may chance to rest,  
The same horizon is in view,  
The month, the day, the hour too  
Is lost to count the setting sun  
That marks but the time of tasks undone.

As you can see the "Front Men" must be very versatile, able to negotiate with all types of people - farmers, cattlemen, seamen, real estate men, and big business men - able to cope with all kinds of weather. All in All, they must have as their motto, "We can do the difficult today, the impossible takes a little longer."

The engineers who survey the sites, and those who install the first electronic equipment in these structures, all make up the team of "Front Men."

The airways in a little over a quarter of a century have grown from a few strings of lights across the country with intermediate emergency landing fields with dirt runways spaced at every hundred or so miles, to a complex combination of lights, of low frequency and very high frequency radio ranges, supplemented by fan markers, approach lights, instrument landing systems and terminal areas with 10,000-foot paved runways. At the most important terminal areas, all these other navigational aids are supplemented by surveillance radar and precision approach radar, whereby, the traffic controller can see and guide airliners for an approach through all kinds of weather. Now, we are planning for the future with complete radar coverage over all controlled areas and ultimately over the entire airspace with more and more automatic control. The word "automation" is becoming commonplace in our thinking of air navigation and control of aircraft in flight. But with all of this talk of automation, there has been no machine or robot developed yet to take the place of the "Front Men." They still have to be there to set the first stakes, construct the buildings and install the equipment.



## REGIONAL ADMINISTRATOR'S COLUMN

I am pleased to note that the Supervisors of our many activities at Denver have decided that CAA's business is a teamwork job, and that they are to hold bi-monthly meetings to keep abreast of developments. I know other of our larger headquarters hold similar meetings occasionally, but I would be interested in knowing at how many places in the Region such get-togethers are held on a regular basis.

There is no question in my mind there is a great deal of value that can be contributed toward the accomplishment of our common goal by such informal discussions among our "right arms" at our larger headquarters cities. Certainly it is far too easy for each of us to get so engrossed in his particular bailiwick that we lose sight of the problems and contributions of other segments of the organization.

One of the features of the Denver meeting which I feel is particularly valuable at this time, was the interchange of information on the required qualifications of new-hire employees in the various divisions. This knowledge will better equip our supervisors to be "across-the-board" recruiters for CAA, and Lord knows we're going to have to all work at it if we are going to get and keep the technical people we need to man the increased services CAA is committed to furnish the flying public.

I want to take this means of expressing my commendation to those people who have recognized the need for closer field relationships in CAA and have done something concrete about it. I also would urge supervisors at all locations where several CAA divisions are represented, to consider arranging for regular, informal meetings. We here in the Regional Office will be glad to help in any way that we can in furnishing discussion material or answers to questions developed at your gatherings. I feel, however, that you will find plenty of interest to talk about, and that each of your fellow supervisors can give you a pretty complete fill-in on the aims, programs and problems in his particular area.

SEASON'S GREETINGS TO YOU ALL!

## G. W. HARMON RETIRES

"Gus" W. Harmon of the OFACS Transmitter Station, Belmont, California, retired from CAA October 31, 1956, after over 38 years of Federal Service, of which 17 years 7 months was with the CAA. He fought in both World Wars. He was retired from the U.S. Navy and had worked his way up until he was in charge of a CAA Station called Locomotive Springs, Utah, when he was recalled to active service in World War II. After his release he was reinstated in the CAA. Gus was assigned to the OFACS Receiver Station at Pescadero for a few months, then to the Transmitter Station where he has been stationed for eleven years, the longest period in one place of his entire service.

During these eleven years "Gus" set an example of what a human being should be like - his attitude toward his work and his fellow-man is something that all his fellow employees can use as a goal and yardstick in the future. He is one of those rare personalities that will be hard to replace because of his kindness, understanding and personality.

On the night of November 2, 1956, his fellow-employees of the Transmitter Station dropped in at his home, toasted to his future good fortune, and presented him with a gift with which we bid him farewell, and expressed our hope that this gift would assist him in catching the trout, bass, salmon and catfish that he enjoys so much.

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An Editorial Assist to Safe Flying - Plus a Compliment to a Controller.

### Weather Warning Issued to Pilots

Every year about this time, those whose concern it is to promote flying safety among private pilots issue their annual warning concerning bad weather and the effects it has on the longevity of airmen.

It is a fact that weather causes a large proportion of fatal crashes of private aircraft. This is due to the lack of qualified all-weather pilots and the notion of many private pilots that they can cope with the difficulties that are imposed on aircraft and pilot by bad weather. This notion is too often fatal, and it brings the death penalty not only to the pilot but his passengers as well. It gives aviation a black eye, one it does not deserve.

We have discussed this subject in these columns before, and have used as one of our arguments for safe flying a study conducted by County Aviation Director Cecil Meadows and his staff, which reveals that bad weather flying has cost more lives in airplane crashes than any other cause here.

Clyde Boughton, chief of the CAA dispatchers here and an air control expert of many years standing, considers bad weather to be the worst killer in aviation and he seeks in every way to warn pilots against taking off when weather conditions either here or on the flight path are adverse. Each year he is the leader in the campaign to educate airmen on safety and to bring the weather danger to their minds, in an effort to save lives.

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He deserves a great deal of credit for his work, and there are undoubtedly many pilots still alive today because they heeded his advice and remained on the ground when the weather threatened. Statistics show that there are several who are no longer with us because they ignored this warning.

Bad weather is coming, and pilots will do well to examine their qualifications and equipment carefully before taking off when indications are adverse. An honest appraisal will convince most of them to stay on the ground.

..... above reprinted from the Bakersfield Californian.

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### WHY TOASTMASTERS?

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### V. P. P. NOTES

REMEMBER - December 31, 1956 - is the deadline for new members to join V.P.P. Former members who have dropped from the plan are not eligible for reinstatement.

For details contact your local VPP Chairman, or if no chairman is available at your location, address your inquiries to LA-75.

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## DIVISION HIGHLIGHTS

### AIRCRAFT ENGINEERING DIVISION

Flight tests on the Aerocar have been resumed a second time. The present configuration includes an elevator trim tab in place of the previous bungee system. The tab had to be balanced since it was reversible.

Considerable engineering activity is under way on the Boeing Model 707. Numerous static tests have been and are being conducted. A conference recently was held between Boeing, Washington, and Region IV personnel regarding the "fail safe" substantiation for the airplane. The program was reviewed in detail and CAA comments were provided to Boeing. In general, the program was considered quite comprehensive. Radio and electrical progress on the 707 series was reviewed with Boeing engineers and designated engineering representatives. Several engineering problems were discussed in detail in conferences, including antenna response patterns, radio and electrical wiring diagrams, and electrical load analyses. During a recent flight test on the No. 1 KC-135 airplane, a serious case of rudder vibration or flutter was experienced resulting in primary failure of the rudder and vertical stabilizer. As a result of these failures, the upper portions of the vertical stabilizer and rudder sustained permanent set to the extent of being bent away from the vertical axis approximately 18°. Approximately 12 sq. ft. of the vertical stabilizer skin left the airplane during this failure. Fortunately the crew were able to control the airplane following the failure and to return safely. Several possible causes for this occurrence are being investigated.

Evaluation of the technical data obtained during flight tests conducted by Pan American and Boeing on the Model 377 airplane with Hamilton Standard solid aluminum propeller blades installed is under way. These flight tests were conducted on an airplane in which torque meters were installed. The original flight tests by Boeing for type certification were conducted on the basis of chart powers based on manifold pressure and rpm readings. It now appears that the airplane performance in the original configuration is not as good as shown in the Approved Flight Manual. With the new aluminum blades installed at the new weight (accounting for the increase in propeller weight) performance of the airplane appears better than it was before but still it is not as good as is shown in the Airplane Flight Manual. This matter is being investigated further by Pan American and CAA Washington and regional office personnel. One possible way of solving this problem which is being considered is to increase the certificated engine power as much as possible, thus accounting for the performance deficiency. This problem still is being investigated.

Personnel from this Region participated in meetings at Convair on October 8th and 9th between CAA Washington personnel and Convair relative to the CAA purchase of Model C-131E aircraft. The purpose of the meeting was to define the configuration of the Model C-131E which CAA will buy and to determine what changes, modifications, and/or substantiation would be required for civil certification.

Engineering work on the Convair Model 22 turbo-jet transport is going ahead rapidly. Convair has submitted to the CAA detail specifications for both the general arrangement and specific TWA arrangement of this aircraft.

The evaluation of the Douglas Model DC-7C airplane under the special conditions specified for export to Great Britain were completed and the first of these airplanes was exported at a take-off gross weight of 143,000 lbs. with a 20° flap setting. At this weight the airplane meets the ARB but not the U.S. performance requirements. Mr. Harry Radlett of the ARB actively participated in and was of great assistance in this program.

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Evaluation of the basic load reports pertaining to the Douglas Model DC-8 is under way. Construction of the production facility for these airplanes at Douglas Long Beach is progressing rapidly.

The structural test program on the Lockheed Model 1649 is progressing ahead of schedule. Limit load tests under the following conditions have been satisfactorily completed:

- (1) Unsymmetrical braking (nose wheel yaw)
- (2) Three wheel braked roll
- (3) Dynamic taxiing (wing down bending)
- (4) Checked maneuver (up-load on tail)
- (5) Two wheel braked roll
- (6) Flight envelope condition including positive gust load on the wing and unchecked maneuver load on the tail with and without fuselage pressure. Down-loads were distributed along the fuselage also in this test.

In addition, backfire tests have been conducted on the heater installation. Simulated low air flow conditions in both the combustion air and ground blower systems were demonstrated, as well as reverse burning conditions. As a result of these tests, the configuration appeared satisfactory. The HRD fire extinguishing system has been discussed in detail, as a result of which a satisfactory test program was developed.

A special meeting was held at Lockheed's request to discuss the functioning and reliability test program for the Model 188A turbo-prop transport airplane. Because of the close timing and the large amounts of money involved in this project, Lockheed needs accurate information at this early date regarding the extent of this test program. Because of the numerous complex problems involved, Lockheed prepared a comprehensive report outlining their proposed program for substantiating the Model 188A on a functioning and reliability basis. In order to be able to give Lockheed a co-ordinated opinion on this matter, a representative from the Washington office participated in the meeting. As a result of the presentation and the evaluation of the Lockheed proposal, an agreement was reached regarding the acceptability of the Lockheed program.

CAA powerplant engineers conducted a detailed inspection of the mock-up of the powerplant installation for this model at Rohr Aircraft. In general, the mock-up was considered satisfactory although one or two controversial items were encountered. One of these involved the use of aluminum cowling on Zone 2 which is permitted by regulations. Due to the extreme fire hazards which might occur within this area, this office is attempting to convince Lockheed of the necessity for additional protection in this area to insure containment of fire within this zone.

North American personnel advised that their mock-up of the Model 246 airplane was completed, and requested that an indoctrination meeting be held at their plant on November 19th. The purpose of this meeting was to acquaint CAA personnel with the project and to discuss over-all design concepts. The tentative plan is to have the Preliminary Type Certification Board Meeting at a later date.

The manufacturer of the Transland Model AG-2 agricultural aircraft is expediting the preparation of technical data substantiating the structure of this project. Previously it was intended that the structure would be substantiated on the basis of ultimate load tests. It now has been decided to substantiate the structure by analysis and limit load tests. The services of designated engineering representatives have been engaged. The basic loads already have been reviewed and are considered satisfactory.

(Division Highlights continued on next page)

#### AIR CARRIER SAFETY DIVISION

Following a satisfactory report of inspection by Region 3, Western Air Lines was approved for operation into Chadron, Nebraska starting October 14, 1956.

Two inspectors of this office visited the Albuquerque Air Defense Identification Zone Headquarters to discuss ADIZ violations. An inspection of the new Jet barrier at Kirtland AFB was also made.

The assigned inspector attended American Airlines' pilot meeting for Los Angeles based pilots in Santa Monica October 22 and 24, 1956. Mr. Walt Braznell, Vice President - Operations, and Mr. Tom Boyd, Vice President - Flight, both from New York, were in attendance. During the meeting Mr. Dan Beard, Vice President - Research, American Airlines, talked on the Boeing 707 and Lockheed Electra, and American Airlines' plans for their utilization.

A new terminal building was dedicated at Blythe, California Airport on October 31, 1956, including station space for Bonanza Airlines.

The Radio and Electronics inspector attended the RTCA semiannual meeting at Indianapolis, Indiana October 22 and 23, 1956. While there, the Technical Development Center was visited for a review of the latest developments in air traffic control equipment.

Bonanza Airlines plans to start service into Riverside during November, 1956.

The Flying Tiger Line, Inc., has received a large contract to overhaul USAF aircraft parts and components at the Burbank maintenance base.

Air freight revenue of the Flying Tiger Line exceeded one million dollars for the month of October -- first million dollar month in the company's history. North Atlantic contract and charter operations continued during October at a fairly heavy rate.

Twentieth Century Aircraft, Inc., has delivered another DC-4 to Eastern Airlines following major overhaul. This is the second in a series of five in the program.

Great Lakes Airlines operated 18 trans-Pacific trips with three DC-4s under military contract during the month of October. Eleven ICEM flights from Germany to New York and one flight from Hong Kong to Sydney were conducted during the same period.

Slick Airways, Inc., has announced their intention to move the company's headquarters from Burbank to Dallas, Texas, effective January 4, 1957. The principal maintenance base will remain at Lockheed Air Terminal, Burbank, California, which will also remain a crew domicile point.

The Bay Area Air Traffic Control Committee, consisting of representatives of the CAA, industry and military, met at the Oakland International Airport on 24 October, 1956 to hear Mr. Claire Anderson of the CAA Technical Development Center at Indianapolis discuss the results of their dynamic simulator test of the San Francisco-Oakland Bay Area traffic, which tests were conducted during May 1956. The results of the study were presented in the form of recommendations as to realignment of airways and additional navigational and radio aids to be installed in general area around Oakland and San Francisco.

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On October 2, 1956, Inspectors from the San Francisco District Office participated in United Air Lines simulated jet aircraft operations in the terminal area. United gathered a large group of aeronautical people and with these placed at various places on the ramp area, then using a Navy Douglas A3D aircraft, this was to simulate the ground operation of a Douglas DC-8. The purpose was to determine the effect of various noises on personnel in the area.

California Eastern Aviation was the successful bidder of Air Force IRAN overhaul contract on 114 C-46 aircraft. Assigned inspectors will monitor the carrier to determine if this work will adversely affect air carrier civilian operations.

On October 28, 1956, United Air Lines phased out the last of their fleet of DC-3s which once numbered 77 planes. Some of the older aircraft have accumulated more than 50,000 hours of flight time.

A meeting of Inspectors assigned to United Air Lines, Operations, Maintenance and Electric-Electronics, was held at Denver on October 2, 3, and 4. A total of twenty-five which included representatives from LA-220 and NY-220, attended the meeting. The work program was reviewed and United Air Lines' performance and related problems were discussed. A tour of United Air Lines operations and training base was made on October 3, and United Air Lines presented a program which included jet operations, future plans, and problems being experienced in operation of their aircraft.

The use by United Air Lines of Dehmels for conducting their 6-month instrument checks was inaugurated in Chicago on October 1, and it is anticipated that this program will be inaugurated in Denver during the month of November. United Air Lines plans to conduct all semiannual checks for their Chicago and New York based crews at Chicago, and the checks for their Denver, Los Angeles, Seattle and San Francisco based crews at Denver. It is United Air Lines plan to have a two-week refresher training course during one of these checks and a shorter refresher training course prior to the other check, each year. This program will be observed closely, and will mean an increased workload at Chicago and Denver.

All of Continental Air Lines Convair aircraft are now equipped with airborne RADAR. The last unit was installed during the past month. Delta Airlines has had personnel observing this installation preparatory to installing RADAR on their aircraft.

Special ramp and tower inspections were made by inspectors of the Denver office during the visits to Denver on campaign trips of President Eisenhower and Vice President Nixon. Otto Guitierrez of SALA, Costa Rica, was at Continental Air Lines from October 8 to October 26, observing airline maintenance.

King County will build a \$250,000.00 hangar at Boeing Field for lease to West Coast Airlines, Seattle-based local service line, it was learned today. The hangar, 150 by 200 feet, will be used to service the fleet of turbo-propeller F-27 Friendship transports West Coast has on order. Construction is expected to begin early in 1957, with completion due by next October. West Coast is to receive its first F-27 in November, 1957.

President Eisenhower and some of his staff arrived at Boeing Field in the Columbine about 1700 PST October 16, preceded by a United Air Lines' Chartered DC-7 carrying more White House staff and others. Arrangements for the arrival of these flights were coordinated by Inspector J. C. Bowen. (Highlights continued next page)

## GENERAL SAFETY DIVISION

The Montana Pilots' Association had its annual air tour to Ennis and West Yellowstone, Montana. There was a little weather in the West Yellowstone area the week-end of the air tour and only twenty airplanes made it into West Yellowstone, however, quite a few people drove up and the organization had a very nice banquet and dance on Saturday evening.

Mrs. Rolle, Secretary of the Billings ASDO, assisted the 99's in acquiring material to present to teachers of this area in the furtherance of interest in air education during a teachers' convention held in Billings. She was elected Vice-Chairman of the Montana Chapter of 99's at a recent meeting held in Billings.

On Sunday, October 14, the Aviation Committee of the Pocatello, Idaho Chamber of Commerce sponsored a fly-in breakfast which was very well attended. The Air Force had several aircraft on display which were very popular with the aviation-minded people of Pocatello. One-hundred and eleven aircraft flew in and the total attendance at the airport during the day ran to several thousand people.

Flying Farmers conducted an air tour through Colorado October 5th and 6th and landed at various private strips. These flights were accident free, safely conducted, and promoted flight interest.

The La Junta, Colorado Chamber of Commerce put on a very successful and well conducted air fair October 7. The Colorado National Guard "Minute Men" participated. Static displays were open to the public.

Starting in October all CAA Supervisors in Denver had a meeting, and will meet every other month. These meetings will lead to better "know how" and coordination between the different branches. Mr. Hacker of CAA Communications was elected Chairman. Mr. Dake attended our first meeting.

An incident came to the attention of the Fresno ASDO regarding a new private pilot from Arizona who called Fresno radio stating that he was lost. He was asked if he had "Omni" on board. "No", he said, "I'm alone in this airplane."

Agent Denner of the Long Beach ASDO attended the Downey Flyer's Club monthly meeting and gave a talk on accident prevention. Two films were shown.

Transland's AG-2 has been successfully flown at the Torrance Airport. The aircraft is said to meet all expected performance figures.

Agent Leckie of the Oakland ASDO spoke before the Naval Supply Center on the relationship between the Civil Aeronautics Board and the Civil Aeronautics Administration. He also appeared in Ukiah before the City Council and Airport Commission where safety practices and airport traffic regulations were discussed and appropriate action promised by the city authorities.

An active Flying Club, the SAC Aero Club is operating from Flabob Airport, Riverside, California. This Club is owned, managed and operated from military personnel from March Air Force Base. They are operating 4 airplanes and have between 90 - 100 membership.

Glider activity at Elsinore, California has increased considerably. Agent Phelps made two special trips to said base during the month for flight examinations.

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Southern California Civil Air Patrols on October 13-14th conducted Operation SARCAP at Ryan Field, Hemet. Although there were approximately 110 aircraft participating, the event was quite successful and no accidents.

Agent Outcen, Ontario ASDO, spoke to the Upland Exchange Club. He gave a very impressive talk regarding good and bad maintenance of aircraft, emphasizing his points by actual exhibits of failed parts and pieces of unairworthy aircraft.

ASDO, Phoenix, states there is considerable interest among local operators in R.O.T.C. Program. Recently, Arizona State College in Tempe, and Arizona University in Tucson publicly announced their intentions of participating in this program.

Agent Ruggenberg of the Portland ASDO is busy with the whirlybirds. Five flight tests in these machines were given. Mr. Johnson, a Portland helicopter operator reports he grossed \$110,000 last year with \$16,000 of it devoted to student training - and all without advertising.

At Reno ASDO, a sharp increase in the number of military competence applicants is anticipated in the next few months due to the recent changes in Part 20, which allows the issuance of an Instrument Rating on the basis of a valid military instrument card.

Exchange of aircraft airworthiness certificates is continuing but at a somewhat reduced pace. At the present time only approximately 50% of the certificates have been exchanged for the non-expiring type.

As a result of a report of a near-miss near the Reno airport being received in the office, the Supervising Agent requested that a meeting be held at which the users of the Reno Municipal Airport, as well as the Airport Manager and Chief Controller, be represented for discussions concerning the traffic problems and to receive suggestions on ways and means to reduce the possibility of the near-misses occurring. This meeting was well attended and it is believed that a better understanding of the various problems encountered by all the groups was received from the discussions.

Salt Lake City ASDO furnished the Kiwanis Club with the fixed base operator, the flight instructor, and the flight examiner who have had the best safety record in their district. These people will receive trophies from the Kiwanis Club for their achievement.

The Seventh Annual San Diego Air Games were held at Montgomery Field on October 6 and 7 and were monitored by the Supervising Agent. Extensive military participation by all branches of the Services added to spectator interest. The meet was sponsored by the San Diego Junior Chamber of Commerce, and was well conducted and exceedingly well attended by a capacity crowd.

The industry is pleased at the discontinuance of the requirement for pilot identification cards. Elimination of this requirement will aid in maintaining our good public relations with pilot applicants.

Agents Vaughan, Gillis and Jacobson, attended the Eighth Annual Aerial Dusting and Spraying Conference held at Walla Walla, Washington, on October 30 and 31. A safety panel during the second day of the conference was moderated by Agent Gillis.

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Agent Nacht reports that several more companies are in the process of making application for approved repair station certificates. There will be forty (40) in the Van Nuys District by the first of the year.

It is expected that the R.O.T.C. flight training program at Central Washington College of Education, Ellensburg, Washington, will get started shortly after the first of the year. R.O.T.C. officials have been contacted regarding plans for the flight training. They report that 19 students will be assigned to the first class.

#### FACILITIES DIVISION

##### Flight Inspection

El Rowe and Les Williams from the Denver Office ferried N-23 to Los Angeles for 150 hour inspection.

New IIS's have been installed at Tucson and Palmdale and our flight crews have been busy flight checking these facilities. Palmdale was installed and will be maintained by Lockheed. Tucson was installed and will be maintained by CAA for Douglas.

Fairchild RAPCON installation has been completed and is presently being flight checked.

Hill Field RAPCON installation has been completed and flight checked.

During the past month considerable time has been spent in determining VHF/UHF coverage of our various ATC Towers. These checks were made at altitudes 15,000' to 18,000'.

##### Establishment Branch

George Martin and Erich Hoeft, newly transferred from Long Beach Naval Shipyard, began the installation of 4-channel equipment in Albuquerque Center for control of the peripheral facility at Amarillo.

Bill Foker, Dave Hegland and Leroy Dale completed the 4-channel equipment in Salt Lake Center for control of the peripheral facilities at Las Vegas and Boise.

Fred McCauley and John Elwood installed Service B automatic scanning equipment at Albuquerque INSAC and started installation at Salt Lake INSAC.

Jim Cheatham installed scanning equipment at Denver INSAC and has been detailed to the regional office for a tour of duty to see how we, the other half, operate.

Frank Dettmer is staying on at Colorado Springs to relocate the Glide Path on Peterson Field. Frank completed work on the expansion of the Black Forest Fan Marker building for peripheral radio equipment, just previously.

Zuni, New Mexico, is being visited again by Dave Domaskin after an absence of several years, this time to add several rooms to one of the living quarters at the Communication Station.

Fred Yandell has been supervising construction of a storage addition to the Drummond, Montana INSAC and soliciting bids for an antenna structure modification.

Parker Negus completed the survey for new INSAC quarters at Sheridan, Wyoming and is now supervising construction and getting bids on antenna structures at Miles City and Lewistown, Montana.

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The proposal for the Mullan Pass INSAC Relocation next spring has been readvertised in anticipation of an acceptable bid.

Tom Hall is conducting a survey for the expansion of the ARTC Center at Seattle. This is in conjunction with the peripheral sites. A similar survey was made at Oakland by John Tunis and Jerry Webb.

Paul Allee, the Preator boys, and Tom Carrington have begun installing the ASCU at Oakland, California.

Bob Payne, Max Harvey and Lance Guyton completed the Great Falls Tower modernization, and are now working on the Great Falls INSAC.

Udell Larsen and Lloyd Allen are working on the Laramie INSAC modernization.

James Carr and Joe Smith are starting the Dubois INSAC modernization.

Bill Beekman and Frank Sibby completed the survey of an alternate VOR site near Pinon, Arizona. Bill next explored the area west of Searchlight, California, for a possible VOR site. Following this assignment he will spend a week exploring the Rice, California, area and then will enjoy a period of well earned annual leave.

Stan Erickson completed construction of the Ellicott "H" facility, completed the Aroya VOR site survey and completed part of the Boysen Reservoir, Wyoming, site survey.

Jack Scherbel and John Merriman continue with VOR site selection in the Clovis area.

Cliff Haltom has returned to southern California where he is exploring the country around Newhall for a possible VOR site.

Virden Vick completed modification of electrical wiring at Sea-Tac, and is now engaged in relocating the Harbor Island Fan Marker.

Marion Duncan completed cable replacement at the Cheyenne SRA and is now engaged in providing commercial power to CAA facilities at Lucin.

Maynard Hegland completed modernization of the Wells VOR, installed commercial power at the Oso Ridge, New Mexico, beacon, and is now assisting Frank Sibby with selection of an alternate VOR site at Polvadera, New Mexico.

Tom Tarpo completed construction of the El Centro VOR, and is now assisting Cliff Haltom with the Newhall VOR survey.

Mel Christensen, Erwin Clark and A.C. Beard completed the survey flight test of the Aroya VOR, and then nearly lost the VOR test man in one of the recent blizzards enjoyed by eastern Colorado. After extensive repairs in Denver, Mel and crew will test the Clovis VOR site.

John Williams, Jr., and Harold Dickenson are now installing electronic equipment at the Ellicott "H" facility.

Emmett Whitney, Bob Crookshank, Lonnie Tarver and Bill Keller are modernizing the Klamath Falls VOR and installing electronic equipment at the San Jose TVOR. We will possibly see this crew next at Casa Grande where they will install electronic equipment in the new VOR.

(Continued on next page)

Boyd Preece, Bob Stevenson, Glenn Shoop and Edwin Jensen are modernizing the Twin Falls VOR, and the Truth or Consequences VOR. Boyd is enjoying a short period of annual leave while the rest of his crew carries on.

Mike Domitrovich, Roger Baker and Nick Smokey are modernizing the Akron and Wells VOR's. We expect to find this crew next in that well known resort town of Las Vegas, Nevada, where they will modernize the VOR. Al Calloway joined Mike's crew at Wells.

Chuck Daggy has decided that he has worked long and hard enough for CAA and so has resigned to hunt for an easier life.

Marion Frampton shortly leaves for Atlantic City, where he will observe tune-up of the first Consolan facility in Continental United States. The betting is two to one that Marion will spend Christmas on the Boardwalk.

Harry Mellen completed construction on the instrument landing system at Tucson, and departed the Regional Office November 19 to supervise construction of an ILS at the Monterey Peninsula Airport, Monterey.

David Peppin (RCA engineer) has completed survey at Seattle for relocating the ILS and approach lighting lane. He has also completed the survey for an approach lighting system at Spokane.

Darol Hafner and Clyde Harrell have taken over completion of the Billings ILS. Robert Faul has been loaned to Washington on the radar programming.

The Tucson ILS is nearing completion with Norman Carlberg and Vic Beacken as the crew. Ray Anderson and Milt Roth of the Washington Office were observers during the tune-up and preliminary flight checks of this facility.

The Kirtland RAPCON installation at Albuquerque is nearing completion. Paul Watkins, having recently returned from a hunting trip in the north country, will remain to conduct commissioning flight checks and prepare 198 data on the ASR and PAR radars.

Frank Beauchamp and Ken Van Dyke have completed the civil communication equipment installation at Fairchild RAPCON in Spokane. They are being joined at Fresno by Hank Scribner to recommission the ILS facility.

Gene Newman is supervising the installation of the Los Angeles ALS and will complete that project in approximately 15 days.

John Franklin is supervising the construction on the relocation of the Fresno ILS localizer. The structural portion of the contract will be ready for final acceptance approximately November 28.

David Davenport, RCA Technical Services engineer, is installing control and power cables in the new duct system at Long Beach to permit the glide slope to stay in its present location until such time as it is relocated due to the extension of the instrument runway to the SE. He also completed a survey for the concurrent relocation of the middle marker.

Earl Trejbal has completed the survey of the approach light system at Billings, and is presently completing the detector shelters at the Portland and Salem ILS sites.

(Continued on next page)

He recently completed the dismantling of the neon light lane standards at Seattle-Tacoma Airport. Other small, but necessary items of construction were completed by him in his brief stay at Seattle which included ventilating the tower cab, the ASDE room and constructing a partition.

UHF

Jim Pace, Construction Superintendent, has just returned from some well deserved annual leave and is now being assigned to engine generator installations at Tonopah, Klamath Falls, and Portland.

Clyde Lee, Construction Superintendent, has been assigned projects involving the conversion of engine generators from manual to automatic control. He recently completed projects at Fresno and Reno.

Dave Evans, Civil Engineer, is presently supervising electrical modification work at Tucson.

Harry Romanishin, Civil Engineer, has completed his final assignment for the CAA, the engine generator exchange at Albuquerque. He has returned to the Technical Services Corporation for reassignment.

T. Kurth, Electrical Engineer, is completing all of the final work required to complete the electrical phase of work outlined under the UHF Phase V Program.

Len LaFornara, Civil Engineer, is coordinating the construction work under the Phase V UHF Program in its final stage of completion.

Wayne A. Brown and Harold Fontecilla completed the Albuquerque Sandia Crest site and link installation for the Center. They then completed the auxiliary operating position for INSAC's at LaJunta, Trinidad and Las Vegas, New Mexico. They are reporting to the Regional Office for new assignments.

Orion Betz completed his "string" of auxiliary operating positions and is on temporary duty in the Regional Office assisting in mapping coverage possibilities for high altitude center control.

Ed Alfonso completed his "string" of auxiliary operating positions at INSACs and departed for his new assignment in the Honolulu Region. We hate to lose our staff, but he really wanted to go to the "land of grass skirts", as he took a demotion to go.

Phil Nicoletti and crew of Jim Barnes and Bob Betz are winding up the Casper INSAC UHF installation, will do one auxiliary operating position at Douglas, Wyoming, and proceed to the Regional Office for reassignment.

Carl Weidert completed the Portland UHF recorders and will take annual leave and report back for reassignment.

Mr. Zeigner is back from Washington and going great guns on the peripheral program. High altitude control over the Region is desired by April 1, 1957, so much planning of necessary sites is occupying the available personnel from UHF, Communications #1 and Communications #2 of the Establishment Branch. (Continued on next page)

#### Maintenance Branch

The CAA/USAF RAPCON program is rounding into shape. For two years the McChord RAPCON at Tacoma has been operated by the CAA and maintained by Air Force personnel. Shortly after the first of the year this facility and other RAPCONs at Ogden, Spokane, Albuquerque and Riverside (California) will have all electronic maintenance performed by CAA personnel. In addition, RAPCONs at Tucson and Great Falls are scheduled for CAA electronic maintenance by the summer of 1957. CAA Liaison Engineers are presently assigned to all of the RAPCONs listed above except Great Falls. A total of 41 radar and radio electronic maintenance personnel have been selected for assignment to these RAPCONs. Some are already on the job for familiarization training, whereas others are attending the Aeronautical Center for radar training or the special RAPCON Air/Ground Communications school at Albuquerque. Negotiations between CAA and USAF covering such matters as transfer of property accountability, provisions for spare parts and continued logistic support of the facility, and acceptable criteria for CAA acceptance of the RAPCON facility, are nearing completion in Washington. It is expected that this agreement will provide the required guidelines to permit the local units of the CAA and the Air Force to make this important program a satisfactory one for all parties concerned.

Mr. W. K. Barry reported for duty in Section IA-365 and was immediately assigned to attend TACAN school at Scott Field, Illinois, which he is now doing. We expect "Kirk" to be back about December 20 filled with knowledge concerning the Tacan "whirling rain-barrel" and all the other important features of this new navigational aid.

Mr. E. F. Nogueira, Civil Engineer, member of the Airport Engineering Staff Government of Brazil, arrived in San Francisco for six weeks familiarization visit sponsored by the International Cooperation Administration and Brazilian Government. His primary assignment was to the City and County of San Francisco.

A complete tour of San Francisco terminal equipment was conducted for Mr. Nogueira. Methods of installation and maintenance procedures practiced by this Agency were discussed.

The many friends of William M. "Pop" Graham were sorry to hear that he passed away on October 18, 1956 at the Oakland Naval Hospital. The funeral was held with Masonic services October 24.

Deputy Branch Chief Clayton and Chief of the Maintenance Shops Erickson completed a field trip to Reno and Salt Lake City respectively, where they attended District conferences and held Area conferences at those locations. Papa Vaughn is currently making last minute preparations for his daughter's wedding which will be an accomplished fact by the time this news item reaches the printing stage, all of which goes to show that we age as we progress. (He and Mrs. Clayton launched their eldest daughter, Yvonne, upon the "Sea of Matrimony" November 21st.) We of the regional office wish them a very happy married life.

The Branch recently suffered the loss of several experienced personnel due to retirements. Mr. David Lewis and Ruben Hansen retired for disability reasons. Byron Deibert from the Burbank Sector, along with Archie Hoover from the Pendleton Sector and "Gus" Harmon, Belmont OFACS Transmitter Station, elected to retire on age and service under the new retirement act.

(Continued on next page)

Between the expansion and retirements the task of recruiting and filling vacancies in the Maintenance organization is becoming more difficult with passing time. Ask Harry McConnell!

Art Herbert's Model 28 Teletype School under Specialist Pierson continues in session. The FSA-4A School to be conducted by Mr. Floyd Corpus as announced in the last issue of the Region Four News will get under way at Albuquerque on the 26th according to schedule.

Phil and Kathy Frazelle have received positive orders effecting their transfers to Washington, and left the Los Angeles area Monday November 26th. Bon voyage!

Everyone in the Regional Office was extremely happy to see Ken Doolittle back on the job part time with a broad, broad grin. Ken is under doctor's orders not to work over four hours each day. He looks fine and professes to feel the same.

Personnel who have recently graduated from Aeronautical Center Training Classes are: Bernard Wingert of Gila Bend, Arizona, and Erwin T. Brooks of Medford, Oregon -- IIS/VOR Class #118; Harold G. Hardy of Salt Lake City and Edward Gaugl of Arcata, California -- Communications Equipment Class #67; Elmer H. Miller of Portland, Carlos Keasler of Oakland, Clayton Parks of Salt Lake City, Edward Cian and Theodore Ross of Los Angeles -- ASR/PAR Class #113.

Those who are currently attending Aeronautical Center Classes are: Raymond Hawk of Spokane and Marion Neary of Laramie -- IIS/VOR Class #119; John H. Livingston of Trinidad, and Calvin Gordon of Prescott -- Communications Equipment Class #69; Bernard Wingert of Gila Bend, Charles Chase of San Francisco and Roy Tunby of Denver -- DME Class #118; Robert G. Tulloch of Missoula and Jack Wheatley of Great Falls -- Communications Equipment Class #70; Harold Pinnock of Douglas, Arizona, Bob James of Riverside, Norris Griswold of Seattle, Keith Hunter of Great Falls, R. Chesney Jameson of Grand Junction, Grant Eckholdt of Long Beach, Gerald Dobson of Portland, Louis Schmitt of Albuquerque, Byron Mabee of Long Beach, Harold Eggers of Burbank, Joseph Ringhofer of Salt Lake City, and James Ellis of Los Angeles -- ASR/PAR Class #114.

#### AIRWAYS OPERATIONS DIVISION

Airport Traffic surveys were conducted for seven days each at 10 locations to determine whether there is sufficient activity to justify the establishment of airport traffic control services.

Automatic Scanning units are being commissioned on the Service "B" teletype network as rapidly as their installation is completed. These units are installed at master control stations for each circuit and should provide an orderly method for relaying and transmitting material into the circuit. Preliminary observations indicate a vast improvement in operations.

We have discussed with Boeing Aircraft Company a proposal whereby they may install and operate SPAR at Boeing Field, Seattle, for use in connection with recovery of their own jet aircraft on test flights.

Chet Church and Len Middlekauff, along with Charles Kohli and Merle Zeigner of the Facilities Division attended a national meeting in Washington to discuss requirements

(Continued on next page)

of Centers for controlling all airspace down to 24,000 ft. This involves expansion of present Center quarters to accommodate additional posting space, panoramic displays, long range radar, peripheral communications, additional telephone equipment, and personnel. A second meeting was held in Washington later in the month to finalize the proposals. Mr. Church attended the latter meeting. Both the Facilities Division and the Airways Operation Division are doing everything possible to meet the target date.

Washington has authorized the establishment of air route traffic control service between Lubbock and Abilene. The Fort Worth and Los Angeles regional offices have reached agreement regarding the control responsibilities to be assigned to Albuquerque and Fort Worth Centers.

The Albuquerque Air Defense Identification Zone has been ordered discontinued December 1, 1956. This action will be welcomed by many pilots who have had considerable difficulty complying with regulations because of lack of adequate communication facilities in the area. It is likely that ADC will ask us to retain some security control positions in the Albuquerque Center.

Communication stations in the Los Angeles and Fort Worth regions along the Mexican border are cooperating with the Border Patrol in an effort to prevent smuggling of personnel and materials via aircraft. Aviation Safety personnel are also participating.

The Division, in cooperation with other segments of CAA, is participating in the training of foreign nationals within the region. Some of these are Messrs. Hussein K. El-Meligy of Egypt, Suphan Tullayaphodhi, Suwan Dhabarangsi, and Udom Thanom Kula Butra of Thailand, Noel J. D'Alves of Pakistan, and James Robinson of Chile.

Gordon H. Pascoe has submitted application for retirement to become effective in December. He has served the CAA and its predecessors for many years and is presently assigned as Communications Operations Supervisor for the Pacific Northwest states.

Bill Larsen and Don Himes are now in Washington, along with Ken Wall and Louise Anselmo, to discuss staffing patterns for all field facilities under the new classification standards.

#### AIRPORTS DIVISION

California District Airport Engineer Thomas Flaherty participated in a conference on Protection of Airport Approaches at the International House, Berkeley Campus, University of California, Berkeley, California on November 15, 1956, as a panel member. Mr. Chester G. Bowers, Chief, Program Administration Division, Office of Airports, also attended the conference and returned to his Washington Office via the Regional Office.

Grant Offers were issued during the month to the following: Portland, Oregon \$614,105, covering land acquisition, terminal apron, portion of gravel surface auto parking area, utility tunnel, duct bank, and entrance road drainage line; Manti-Ephraim, Utah, \$26,306, covering land acquisition, paving runway and apron, constructing taxiway, and installation of wind cone and segmented circle marker; Salt Lake City, Utah, \$329,007, for land acquisition, grading and draining new North-South taxiway and portion of adjoining terminal and hangar apron area.

Four Project Applications were received during the month from the following locations: Bisbee-Douglas, Arizona, \$56,941, for reconstruction of taxiways; Ontario, California, \$54,767, for acquisition of land for clear zone and construction of sanitary sewer

and storm drain; Pullman-Moscow, Washington, \$50,742, for terminal building and paving primary taxiway; Glasgow, Montana, \$16,326, for clear zone and installation of medium intensity lighting system and for relocating and remodeling storage building.

The Regional Grant Review Committee approved final payments on Los Angeles International Airport, Projects -0614 and -0615; Northport, Washington, Project -001; and Seattle-Tacoma, Project -508. Also, 12 progress payments were made during the month totaling \$430,177.

\* \* \* \* \*

RETIREMENT - GORDON H. PASCOE

For 29 years, 2 months and 19 days, Gordon has been one of CAA's most loyal and conscientious employees.

Now - he is going to retire - retire from CAA that is. But "Gord" as he's affectionately known, will never quit working, never quit being loyal and never quit doing good things for those he serves.

Many years ago, while in the U.S. Navy, Gordon dedicated himself to "serve." His record of accomplishment in this field is vouched for by the hundreds of fellow employees who have never heard one word of criticism, but always heard the familiar phrase "He's a darn good man."

Gordon came to the CAA September 11, 1927 after having served in the U.S. Navy. He was also with RCA and Tropical Radio-Telegraph as a radio operator on various maritime vessels. During his CAA career he served at such places as Bellefonte, North Platte, Elko, Sacramento, Crissy Field, Hadley Field, Salt Lake City, Oakland, Pueblo and Medford.

In December 1941, Gordon joined the ranks of regional office personnel as a communications supervisor at Seattle. In November 1942 he was promoted to Communications Training Supervisor in the Seattle Training Center. In May 1944 he was again promoted to Chief of the Training and Performance Section of the Communications Branch at Seattle. Later he became Chief of the Program Requirements Branch at the time the Communications and ATC Branches were integrated into Airways Operations Division in 1951.

Just prior to the combining of the Regions, Gordon accepted a position as a Communications Supervisor and has continued in that position to the time of his retirement.

Gordon is accepting a very fine position with Boeing Aircraft at Seattle in their Communications Department. He leaves CAA with a total of approximately 30 years, 8 months and 19 days of civil and military duty. We will always miss you Gordon but we will be sure that you will find lots of happiness in continuing your "service" to your fellow men, even though it be in new fields of endeavor. Good luck to you.

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# FIELD NEWS

## BAKER, OREGON

COMMUNICATIONS STATION: The following incident may provoke a little thought. We have heard many times that all too often pilots fail to have trust in their instruments and in so doing unnecessarily end up in difficulty. Well, we believe we surely ran into the most trusting soul in aviation of this day and age. This fellow was so trusting that he not only let a faulty compass get him lost once, but twice in a single day. This happened even though he was warned of an apparent faulty instrument after the first episode. Originally the fellow followed what should have been a normal and 'good' compass course to Baker. However, he ended up some 70 miles west. He was warned that, had he followed the course as stated in radio contacts, his compass surely must be in considerable error. We gave him a 'good' compass course to Baker from 70 west of Baker and cautioned that he should check the compass before starting on course. As darkness approached and the aircraft was again overdue, steps were taken to orientate him. Using airway beacons, city lighting, and the runway strip lights, he was guided from way off course into Baker. A check of the compass on arrival revealed an error of some 55 degrees counter-clockwise. After being safely on the ground the pilot avered, "can't understand how come I didn't arrive over Baker - I followed my compass all the way."

Since this episode with a faulty compass, we have suggested and offered assistance, especially to our local flyers, in "swinging ship" and the preparation of deviation cards. The moral of our story is - "When furnishing compass courses or headings, make sure the compass and the 'head' are both working properly."

Our station has been graced, in recent times, with a building extension to house the new Phase V equipment, service B relay equipment, console modification and last but certainly not least, we now have Janitor service.

\* \* \* \* \*

- Q. When acknowledging receipt or partial receipt of shipments, under purchase orders, by memos or endorsement of packing slips, etc., are initials sufficient?
- A. No! Full name should be signed, which will enable Audits Branch to make payment.

\* \* \* \* \*

C. A. A. REGION FOUR  
FEDERAL CREDIT UNION

Your Credit Union is built on more than a hundred years of experience, helping people with their money problems.

It is convenient, and it saves you money.

But the best thing about it is the fact that you own it. No other member or officer gets any more out of it than you do. Nobody in it is more important than you. You have a right to expect good service from it and every consideration when you need help. That's what it was organized for.

Don't just use it as an extra pocket, or a convenience when you need a small loan.

You can really build yourself a future if you use the Credit Union right.

Save regularly--never let yourself skip it.

When you need money, borrow. Don't let up on your saving.

You will find that your savings keep climbing, you have enough credit to take care of your needs, and you can always keep your budget under control.

Sign up other members of your family in the Credit Union. Make full use of it. Talk to the treasurer about it. You'll be surprised how many ways the Credit Union can help you.

CAA Region Four Federal Credit Union  
5651 West Manchester Avenue  
Los Angeles 45, California

I desire to become a member of the Credit Union. Please send me membership signature card and additional information.

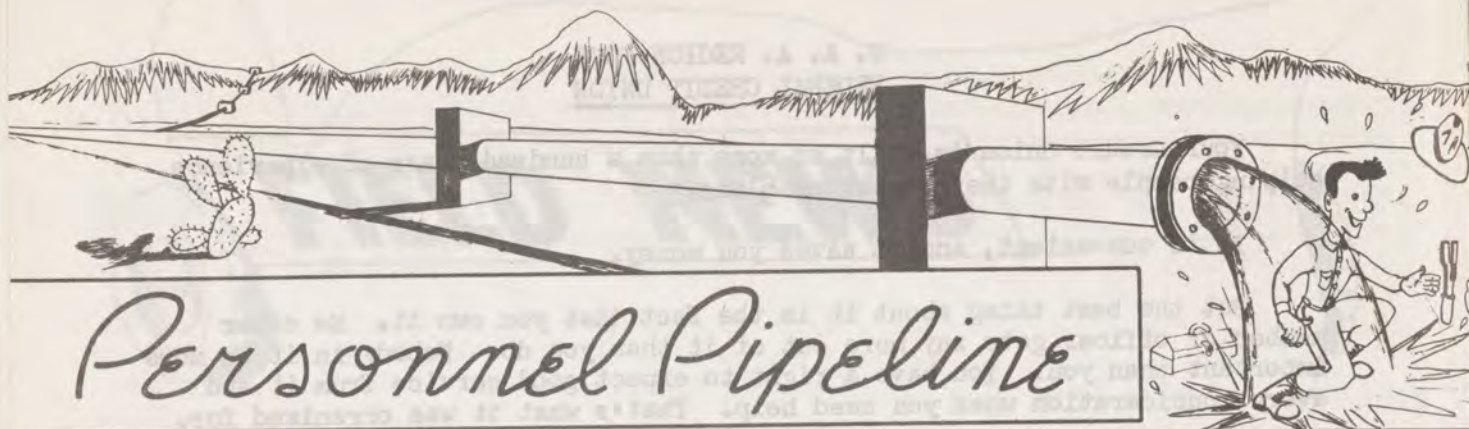
Also, I wish to apply for a loan of \$\_\_\_\_\_ to be repaid in monthly payments.

Name: \_\_\_\_\_

Address: \_\_\_\_\_

NOTE: Loans up to \$400 may be granted on signature alone if employed by CAA 3 years or more. Higher loans are available provided adequate collateral is furnished, such as automobile, co-signers, etc.

11/56



### Civilian Defense Awards

-----Charles Waldbeiser, Chief of the Marysville Station deserves a pat on the back for a recent feat. He was asked by the Regional Office to make the necessary arrangements in presenting Civilian Defense Awards to Harold Cobb, Harry Witter and William Owen for this trio's important work during the December 1955 Marysville-Yuba City floods. Waldbeiser arranged to present the awards at a special Civic meeting at the Hotel Marysville and got in a few licks on CAA's terrific shortage of AOS's, ES's, Engineers, etc. Such gestures of this type certainly helps to put CAA before the public eye.

### Employee Handbook

How many times have you wished that someone would distill out the basic information you need about your employment? Put it in easy reference form so that you can quickly secure an answer to your questions? We now have a new Employees' Handbook, "Your Job in the United States Department of Commerce."

It covers everything from the different types of appointments to the Incentive Awards System. It tells about pay, about Periodic Pay Increases, and even Longevity Step Increases. It explains the provisions for occupational disability as provided under the Federal Employees' Compensation Act. It has a good review of the benefits under our Group Insurance and has a superb explanation of the new Retirement Plan (understandable yet). It even tells us what to do when we have a complaint!

In short, it provides the answers to most of the day-to-day questions regarding our employment.

And you shall have one! They have been distributed in the Regional Office and are now being sent out to the field. If you work outside the Regional Office your Supervisor will have your copy soon. If you don't get it real quick-like, we suggest that you scream like an eagle. You are entitled to one.

### Flash Floods!

Chet Stalker, our new Incentive Awards Officer knows now what it feels like to be caught in a flash flood. He stepped into his position just as the results of Operation Paperwork started to pour in.

Your constructive thinking produced 84 suggestions in this one effort. These were in addition to a multitude of work improvements and to suggestions not pertaining to paperwork.

(Continued on next page)

Most of the suggestions which related to matters which are within the Regional authority to adopt have been evaluated by the appropriate operating officials. They are now being considered by the Incentive Awards Committee.

If your suggestion had to be referred to Washington for action it will, of course, take longer to process.

Stalker has made a few suggestions of his own which may be helpful:

1. Whenever there is a measurable dollar saving involved, it will pay you to pin down those savings. Although we realize that you may not have the means for making an accurate calculation, let's have an estimate anyhow. A guess is better than nothing, and it gives us a lead in developing the savings figure.
2. Don't hesitate to submit your idea even if you feel that you "Don't know how to write it up." Your supervisor will be glad to assist you in presenting your idea.
3. Remember, your suggestion must present a solution. Pointing out a faulty situation is not a suggestion. You must tell what to do about it and what benefits will result from the change.

\* \* \* \* \*

Happy New  
Year