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CIVIL AERONAUTICS ADMINISTRATION, LOS ANGELES, CALIFORNIA

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PROGRESS IN AVIATION

by

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Through thousands of years, men walked the earth and rode the sea in ships. Man invented the wheel and hitched beasts to it. Finally, there came the iron rail and the Model T.

But the third element of our world, the air itself, was proof against man until the first balloon flight in 1783. Almost a century later, in 1865, the first glider flew, and another four decades went by before the Wright Brothers flew the first powered aircraft at Kitty Hawk in 1903.

Even then, people did not regard the aircraft as a real potential in transportation, despite its use in World War I and the post-war efforts of Curtiss and Martin to found a commercial aviation. Though the Post Office Department, through its Aerial Mail Service (1918-1927) probably did more than any other organization to pioneer the air transportation field, it remained for Charles Lindberg to solo across the Atlantic in 1927 and capture the interest and imagination of the world in the possibilities of air travel.

Think of aviation's steps since then, and particularly since Pearl Harbor and the start of World War II. Aviation has taken far greater strides in the last decade than any other form of transportation has made in the last half-century. In the element of speed alone, the top speed of the aircraft has increased by 400 miles per hour in the last few years. Transoceanic schedules are commonplace. International aviation agreements are a reality. The aircraft became, almost overnight, the greatest single factor in military power.

We who work in aviation are more fortunate than we know. We are a part, however small from an individual standpoint, of the greatest potential form of transportation in history. And we are a part of it in its greatest era to date.

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Jet propulsion, the helicopter and rocket invasion of the stratosphere are more than realities. They are infant realities with potentials almost beyond imagination. And, unlike the long lulls in the past development of aviation, this transportation form now has more brainpower and more money invested in its immediate development than all other forms of transportation combined. Think of that as you punch your tape or phrase your traffic clearances. You are just a cog in a great activity, true - but what potentialities that activity promises!

Think of the problems that link together, one by one, to form a tremendous chain of concerted effort. Every time a designer creates greater speed and performance factors, an electronic engineer must create avigation instruments to match the improvement, and so the chain travels until it reaches Airways Operations.

This division of the Civil Aeronautics Administration cannot be satisfied to sit and count its thousands of miles of airways and the devices, methods and people that make them work. For every new scratch on an aircraft designing board, there must be a probing within Airways Operations for means of keeping the airways fitted to the aircraft which will use them.

Thus we have seen the low frequency radio range succeeded by the VAR, and quickly by the VOR. We have seen radar enter the towers, and direct radio, the Centers; and facsimile machines, the Weather Bureau's forecasting offices. And we are just beginning. DME goes into the ranges next, and more and more equipment designed to keep the Airways Operations as modern as the aircraft which utilize its facilities toward the goal of all-weather schedule flying.

Methods of operation are in a necessary and constant state of flux as more and better uses must be discovered for current equipment. As communications stations progressed from hand-operated forty-word-per-minute teletypes to perforators to multi-circuit operation to MEDIS, so did the methods of operations have to be widened and speeded to keep pace. As traffic control centers progressed from teletype to interphone to direct radio communication with pilots, their methods likewise required continual revision. From its rickety beginning as an observation cab on stilts, the tower has come to rely on multi-channel VHF and UHF radio communication, approach control, mechanical interlock, and precision and surveillance radar.

Is the metamorphosis ended? On the contrary, it has just begun. The air route traffic controller must anticipate having to control on the basis of grids, rather than airways, having to put aircraft into parabolic tubes from departure to destination; the tower controller must look forward to the murky day when he feeds six aircraft simultaneously into his field from a circle of outer markers on the basis of radar scanning; the communicator must visualize mechanical communication with aircraft aloft, and the potential use of television in all types of Airways Operations facilities for coordination purposes is less dreamy than it sounds.

Does the picture end there? You know better. Integration of facilities to make more efficient use of personnel has already begun. How far the integration will go depends upon electronic developments, but you can be assured that the sharp division of activities in ratio to facilities will give way to a merger of men and related equipment and responsibility. (Continued on page 6)



REGIONAL ADMINISTRATOR'S COLUMN

On May 16, the President's Airport Commission submitted its report and recommendations to President Truman. Chairman of this Commission was General James H. Doolittle. The other two members were CAA Administrator Charles F. Horne and NACA Chairman Dr. Jerome C. Hunsaker. The directive under which the Commission was appointed directed the group to (1) make recommendations to alleviate immediate problems inherent in the present location and use of airports; (2) propose policies and procedures aimed at assuring sound and orderly development of a national system of airports; and (3) safeguard the welfare of communities in which airports are located, while at the same time not stifling the needs of air commerce and national defense. The report included the following recommendations:

- Raise circling and maneuvering minimums.
- Extend Civil Aeronautics Act to certificate airports.
- Incorporate cleared runway extension areas into airports.
- Provide more flight crew training.
- Clarify laws and regulations governing use of airspace.
- Maintain positive air traffic control in areas of high traffic density regardless of weather.
- Define navigable airspace in approach zones.
- Further develop and use crosswind landing gear.
- Extend use of single or parallel runway system.
- Revise and liberalize present cross-wind component limits.
- Bring runway lengths up to established standards.
- Accelerate ground noise reduction programs.
- Instruct flight personnel concerning nuisance factors.
- Accelerate installation of aids to air navigation.
- Arrange flight patterns to reduce ground noises.
- Minimize training flights at congested airports.
- Minimize test flights near metropolitan areas.
- Avoid military training over congested areas.
- Separate military and civil flying at congested airports.
- Develop helicopters for inter-airport shuttle services and short haul use.
- Continue to improve existing airports in line with the Commission's recommended policies and procedures.
- Establish effective zoning laws.
- Expand the Federal Aid Airport Program.
- Integrate municipal and airport planning.

Prior to release of this report, a number of communities and airport authorities had initiated local action to improve operating conditions and have already taken steps to implement some of the recommendations which now appear in the Doolittle report. Notable among these is the action taken by Admiral Reeves, Director of Airports for the City of Los Angeles in conducting a series of meetings with operators on and in the vicinity of the Los Angeles International Airport. Two such meetings have already been held with the airline operators and with manufacturers' representatives. Meetings with Air Force and Navy local Commands, private operators and

(Continued on page 10)

PERSONALITY OF THE MONTH

Edward G. Deziel



Many of us could probably learn a lot about planning our day just by taking time off for a week and observing Ed Deziel, Chief of the Salinas Communications Station.

Ed is apparently a glutton for a full day's activity. On or off the job, the promotion of aviation is really his life's work. It wouldn't be an exaggeration if we referred to him as "Mister Aviation of Salinas". As a sample of his participation in the aviation activities of the Salinas area, let's look at what he actually does.

He is the Executive Officer of Group 10 of the Civil Air Patrol with the rank of Major and holds a pilot's rating with Civil Air Patrol for search and rescue work. He acts on a temporary basis as an Airport Traffic Supervisor for the City of Salinas. This part-time assignment covers evenings and weekends. He writes a "Sky Writing" column for the local paper on current trends and developments in aviation. The Airport Commission invites him to participate in all Airport Commission meetings and any Airport problem meetings which periodically come up. Ed also acts in an advisory capacity to the City Manager and Airport Manager on aviation matters.

As a private pilot, he does a lot of flying with other private pilots in the area to familiarize them with range flying and how to get the best out of their radio equipment. He has become such a flying bug that he recently bought his own airplane. Besides all this promotion work, he directs a "crack" communications station. As if this weren't enough, he has been attending Salinas College, majoring in Business Administration and recently received an Associate in Arts Degree. How's that for a full schedule?

But, to top it all off, Ed contends that he returned from his overseas assignment in Honolulu in 1946 to escape the hot bed of activity in the Islands. This could be! Ed was the Chief of the Honolulu Overseas Communications Station during the war years. When he took charge in 1941, it was a five-man, 70 messages-a-month station. The war years prompted the communications activities to mount to a 90-man station with over 12,000 contacts a month. And with an activity as large as the Honolulu Station, personnel must have been at a rare premium.

Ed is now winding up 31 years of service with the Government. He enlisted with the Navy in June, 1919, and since that time has been directly associated with radio and other communication equipment. He began work with the CAA in June 1931 as a Radio Operator at Lambert Field, St. Louis, Missouri. He came to the Sixth Region in October, 1937, with an assignment at Burbank. He was later assigned at Tucson, Delta, and Blythe before his transfer to the Hawaiian Islands in October of 1940.

LENGTH OF SERVICE AWARDS



30 YEAR PINS

Dante H. Cordano,
Airw. Oper. Spec.,
San Francisco

S. S. Boggs, Deputy
Chief, Airports
Division, Regional
Office

(L-R) Cordano, Reg. Administrator & Boggs

20 YEAR PINS (left)

Top row, l-r: Fulton, D. R.;
Brooks, C. R.; Deziel, E. G.;
Schilling, L. W.; Gaines, B. R;
Kennedy, D. S.

Front row, l-r: VanHorn, R. R;
Miller, A. E.; Tripp, R. N.; Hall,
E. W.; Jarrett, G. E.



10 YEAR PINS (Right)

Top row, l-r: Benson, C.S.; Reid,
G. E; Dettman, J.R; Nollenberger,
W.E; Johnson, N; Whitehead, T.C;
McDuffee, H; Pepper, L; Brown, L.H;
Erickson, W.R.; Wallace, R.E; Dew-
ey, A.J. Second row: Munds, J.W;
McAdoo, L.L; Day, J.C; D'Estout, H.G.
Beutler, M.L; Johansen, W.E; Wark, F;
Robinette, F. Bottom row: Weaver, C;
Riley, L.B; Washburn, H.D; Smith,
H.A; Turner, C.O; Woods, M.M.;
Rider, D.R. and Watts, C. L.



PROGRESS IN AVIATION (Continued from Page 2):

Can we, the little cogs, contribute materially to this great movement toward the ultimate in transportation? You can answer that question yourself. Equipment and devices in aviation, with few exceptions, are designed to assist, rather than supplant man. This leads to methods of operation, and more often than not the method by which a device is most efficiently employed is determined singly or en masse by the human cogs who operate it.

Think of this. Think of the half-century of progress on land and water; the steamship which now travels 40 knots, the automobile which will now cruise at 80 mph, the diesel locomotive which hauls a train across the country in three days. Compare those transportation developments with the evolution of aviation in just the past decade, and realize that you are part of a truly amazing air age.

It will affect you and your means of livelihood, without doubt. And maybe - who knows - you may affect IT.

* * * * *

CAPITAL GLEANINGS

Leave:

Insiders in Washington feel that the Senate will reject the House-approved Thomas "Take-it-or-lose-it" leave rider. Remember, however, the rider must then go to House-Senate Conference and, in such case, the compromise could carry a strong flavor of the original. There are some opinions too that the full Senate will adopt the measure and the rider will become law.

Comptroller General Lindsay Warren has rendered an advisory ruling which holds that the rider as proposed would not require forfeiture of leave earned prior to last January 1. His opinion was that the language of the Rider was not clear as to effect on pre-1952 leave accumulations and, therefore, he must be swayed by the author's own statement that the rider was not intended to affect leave accumulated prior to last January.

Retirement:

The Senate Committee has approved legislation to increase annuities of retired workers \$36.00 for each six months between retirement and October 1, 1952, but no increase could exceed \$324, or 25 per cent, whichever is smaller. While Senate approval is expected, the real fight over retirement liberalization appears to be shaping up in the House.

Appropriation Bills:

Congress continues to move deliberately in action on appropriation bills. The third supplemental appropriation bill is in conference; all departmental bills have passed the House. The Senate has passed the Treasury-Post Office and the Labor-Federal Security bills. Senate sub-committee hearings on the Independent Offices bill continues. Congress does not intend to recess before completing their business. Target for adjournment is July.

SUGGESTION AWARDS



JENNINGS, left, and DE ARCE, right, RECEIVED AWARDS FROM J. S. MARRIOTT

Two employees have received cash awards and three have received Certificates of Commendation for suggestions submitted under the Regional Suggestion Program.

Frank Jennings, Chief, Procurement Branch, received a \$10.00 award for suggesting the use of plastic film tape for providing direction lines. The first year's savings is \$60.70.

Alfred J. Dewey, Airman Agent, Burbank, received \$10.00 for his suggestion regarding an extension arm for telephones. Mr. Dewey manufactured five such extensions at no cost to the Government.

Lloyd J. Byars was awarded a Certificate of Commendation for suggesting that at each station where more than one office exists, a box be located wherein outgoing mail may be placed so that all mail going to the Regional Office can be sent in one envelope. Adopted with slight modification.

William G. Cramer received a Certificate of Commendation for suggesting a special oiler tip for lubricating felt washers on teletypewriter main shafts. This was not made mandatory.

L. Ponton de Arce was awarded a Certificate of Commendation for suggesting the screening of telephone calls by secretaries while Chiefs are in important conferences, referring to the Chief only such calls as are absolutely necessary.

STATUS OF THE SUGGESTION PROGRAM

Suggestions received this fiscal year through May 23, 1952	133
Suggestions on hand from last fiscal year	52
Total	<u>185</u>

Total suggestions considered this fiscal year through May 23

Suggestions adopted	22
Suggestions forwarded to Washington	47
Suggestions rejected	89
Total	<u>158</u>

Three suggestions adopted were also forwarded to Washington

Balance on hand	27
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QUESTION BOX ?

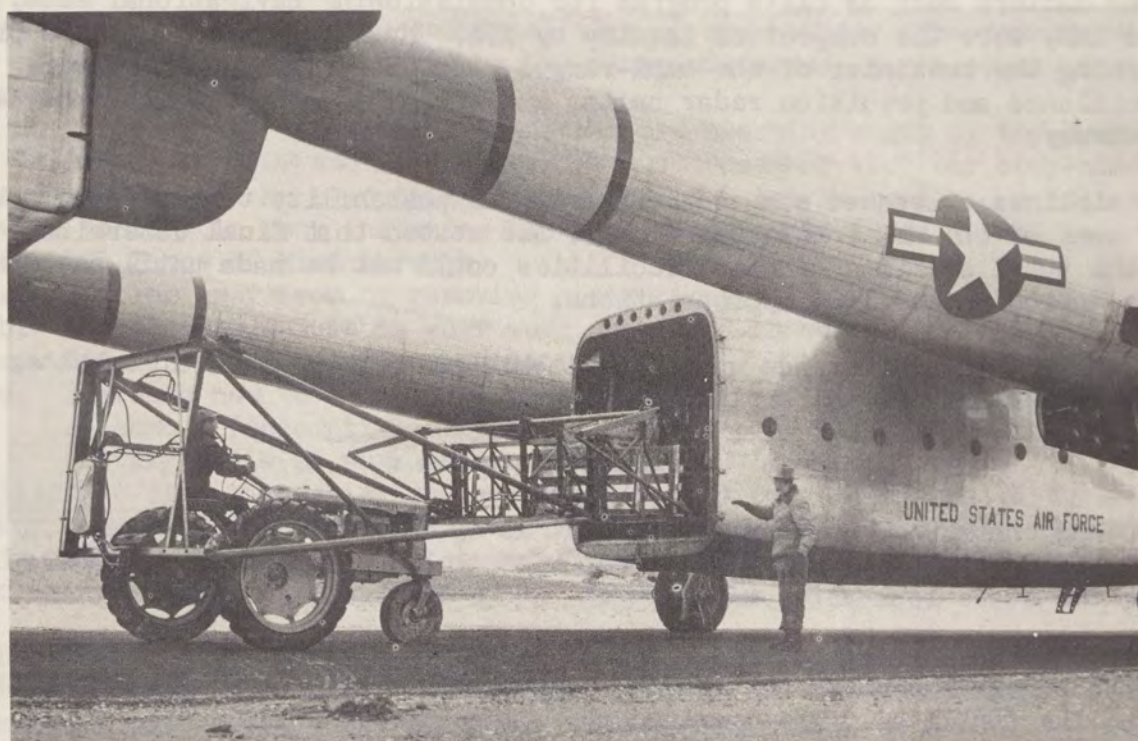
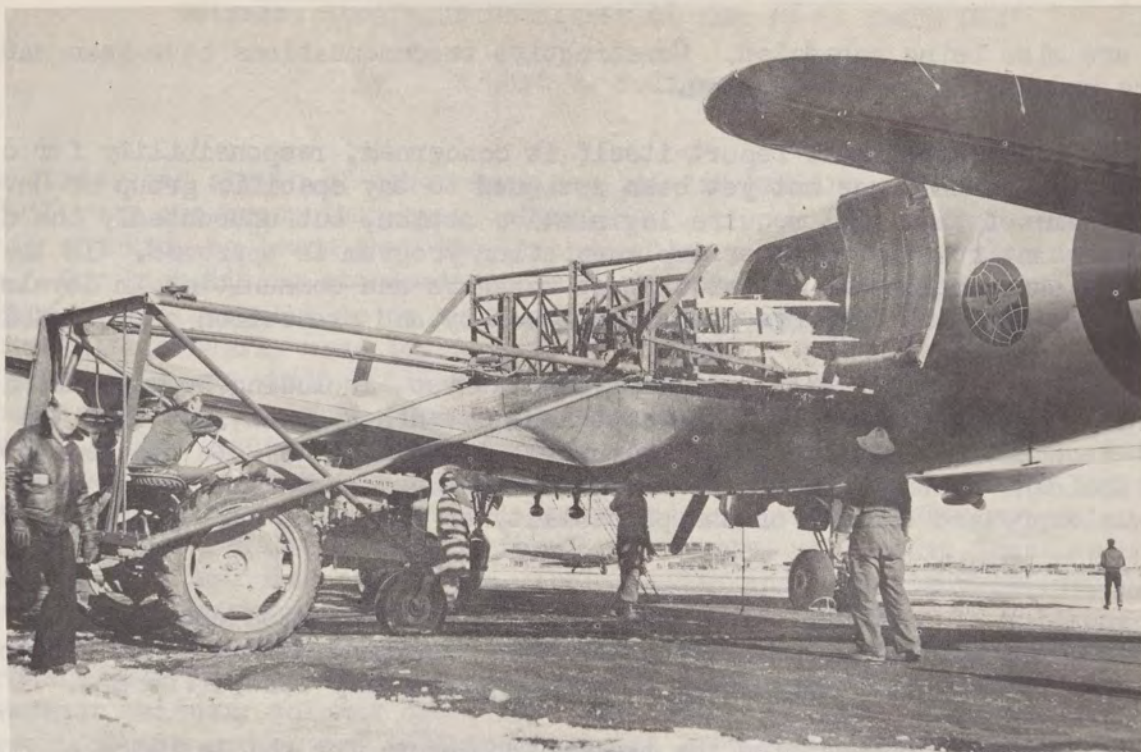


- Q. I am a GS-7 AOS (Air Route) and desire to bid on ingrade transfer to another Center within the Region. If selected for the ingrade transfer, am I eligible to bid on promotion to GS-9 position soon thereafter or am I required to wait one year before being considered eligible for promotion?
- A. Your transfer from a GS-7 AOS (Air Route) in one location to an identical position in another location has no bearing on your future eligibility for promotion. Since your ingrade transfer to another Center is merely a change in post of duty, this move would have no effect on your eligibility for promotion.

If you meet the experience requirements for the AOS (Air Route) GS-9 position outlined in Division Bulletin 6-545-7, you will be eligible for promotion one year from the effective date of your promotion to the AOS (Air Route), GS-7 position.

- Q. I have been authorized a transfer of official station from point A to point B at Government expense, which included shipment of household effects. I transferred from point B to point C at my own request and expense before I consummated the shipment of household effects from point A to B. Am I entitled to reimbursement for the shipment from point A to point C provided it does not exceed the cost from point A to point B?
- A. No. The transfer from point B to point C for personal convenience nullifies the provisions of the travel order authorizing the transfer from point A to point B and no payment may be made for traveling expenses or shipment of household effects which were not incurred prior to the transfer for personal convenience.
- Q. Some purchase orders carry a time-payment discount. May an employee be charged with loss of time payment discount?
- A. Yes, if payment cannot be made within the prescribed period and the field employee contributed materially to the loss by holding up the receipt copy due to negligence or carelessness, then in such case, field employee may be charged with the loss.
- Q. A. O. No. 360 covering requisitioning procedures states that "any unusual delay in receiving items requisitioned from the Warehouse should be called to the attention of the Property Management Branch". How long should I wait before following up on any items which are back ordered by the Warehouse?
- A. Follow up should normally not be made on any back ordered items. Receipt of the No. 1 copy of a back order invoice is proof of the fact that the item is on back order and since special follow up action is taken to insure delivery of all back ordered items at the earliest possible date, a follow up on the part of field personnel is unnecessary unless an emergency develops, in which case 599 should be notified in order that an attempt may be made to make a special purchase to fill the requirements.

OPERATION HAYLIFT



M. E. Beeman, in his article on aviation development published in the May 1 issue of the News, outlined the Operation Haylift recently conducted in Elko, Nevada. These pictures were not available at that time and could not be published with the article. (Photos by Elko Free Press)

REGIONAL ADMINISTRATOR'S COLUMN (Continued from Page 3):

schools, are also being scheduled. Constructive recommendations have been made and are in the process of implementation.

Insofar as the Doolittle report itself is concerned, responsibility for carrying out the recommendations has not yet been assigned to any specific group or Government agency and some of them will require legislative action, but undoubtedly the CAA will have an important role in whatever implementation program is approved. In the meantime, we certainly can continue to assist airport managers and communities in developing any local programs that will improve operational safety and protection of the public.

On May 22 and 23, CAA Washington representatives, including Deputy Administrator Fred Lee and representatives from the Sixth and Seventh Regions, met with the Air Transport Association and its airline members. Among the subjects discussed were the problems incident to the adoption of nautical miles and knots with which some dissatisfaction was expressed because of the possibility of confusion during the transition period.

The question of distinction between omni minimum reception altitudes and minimum enroute altitudes was discussed and the airlines recommended that these be kept separate and distinct and both altitudes shown on charts where they were different.

The advisability of revising the present procedure for the issuance of Forms 51 and the possibility of eliminating the use of this form were reviewed. Further study on the part of both CAA and the airlines will be given to this subject.

Other matters such as CAA's program for commissioning navigational aids, including radar and DME, were the subject of inquiry by ATA. Mr. Lee explained CAA's program of commissioning the remainder of the omni-ranges, additional instrument landing systems, the surveillance and precision radar units, and the DME test program on the New York-Chicago airway.

The airlines expressed some concern over the possibility that CAA would be unable to staff some of the new facilities and Mr. Lee stated that final determination concerning the total staffing of these facilities could not be made until the Congress had taken action on our 1953 appropriations.

All in all, the conference was a profitable one and resulted in a better understanding between CAA and the airline industry.

* * * * *

I DO NOT choose to be a common man. It is my right to be uncommon if I can. I seek opportunity - not security. I do not wish to be a kept citizen, humbled and dulled by having the state look after me.

I want to take the calculated risk; to dream and to build, to fail and to succeed. I refuse to barter incentive for a dole. I prefer the challenge of life to the guaranteed existence; the thrill of fulfillment to the state calm of Utopia.

I will not trade freedom for beneficence, nor my dignity for a handout. I will never cower before any master nor bend to any threat. It's my heritage to stand erect, proud and unafraid; to think and act for myself, enjoy the benefits of my creation and to face the world boldly and say, this I have done. All this is what it means to be an American.

"PSYCHIATRIST SUGGESTS WAYS TO AVOID TENSION"
"Stress, Strain Great Killer of Men 38-55 Years Old"

By Robert V. Seliger, M. D.

"The stress and strain of urban American life is killing - yes, killing more men in the 38-55 year age group than ever before.

"It is shocking to learn that the life expectancy is less here than in many other countries. Our high living standards and inflation - with the subsequent need for more money - necessitate everyone to do more with the same pre-atomic bodies.

"The result is nearly mass tension which - together with over-eating - is killing our most productive men while still in their prime.

"According to Dr. Louis I. Dublin of the Metropolitan Life Insurance Company, 'we eat too much'. This overeating, which the individual can learn to control, results in premature death from diabetes and degenerative conditions of the heart and arteries.

"Over-living, over-worry, over-work and overdoing produce nervous tension which is evidenced in individuals by various forms of anxiety, poor sleep, restlessness, increased sensitivity to noise and people, irritability and heart trouble (especially of the coronary and anginal types).

"In these latter cases, we find overtired, active people developing spasms in their coronary arteries, causing the blood supply to the heart to be shut off.

"Newspaper obituary columns are filled with death notices of our finest business and professional men and of men in the Government services of our nation, both civil and military.

"Your heart cannot take the beating that the tension of our way of life is demanding. Six hundred thousand people will die of diseases of the heart and blood vessels this year.

"Nervous tension also causes emotional ills of many types. The common garden varieties of emotional ills are known by the names of nerves, nervousness, nerve breakdown and nervous exhaustion.

"The symptoms of all the tension illnesses are alerting signs by the body-mind makeup to us humans to STOP and TAKE HEED. We must remember that our body-mind makeup is geared to do and take everything in moderation - not in continuous excess.

"Nervous tension in many instances has been relieved in these ways:

(1) Develop Peace of Mind through:

- a. Getting away from or removing contentions.
- b. Learning to adjust to your work, boss and co-worker.
- c. Straightening out home contention.
- d. Learning how to obtain one or two mental rest periods at work and one at home - (accomplished by going to a company rest room, church or library while at work and during part of the lunch hour).

(2) Learn to stop overeating and eat very lightly one day a week to obtain rest for your stomach, digestive tract and body. Correction of eating habits is important. Food should be chewed slowly and well. Chain coffee and cola drinking should be dispensed with. (Underlining supplied)

(3) Don't make hurry a habit. Take it easy. Remember there is always another time for most things, or another train. Take it easy, walk slowly, talk slowly, read slowly, eat slowly. (Underlining supplied)

Continued on next page.

- (4) Don't take on too many responsibilities. Besides important family life, most men have a spiritual life (the church) and their work, which should about fill the capacities of anyone. Don't take too much on.
- (5) Don't go into debt by over-buying and trying to keep up with the Joneses.

"It is wise to remember that an extra coat or jewel is very nice for a woman married 15 or 25 years, but a living, healthy husband is nicer, and better security in many ways. Remember there are 6,000,000 widows and only 2,000,000 widowers in the United States, according to some reports

- (6) Actually rest your body-mind machine by:
 - a. Having a quiet or chamber music period each day at home, in a room where no talking is going on, no telephone interruptions take place and where one should read and reread the Bible and other religious material and books like 'Osler's Way of Life' and 'The Master of the Inn'.
 - b. Taking vacations twice a year. These holidays should have nonrushing ingredients and be devoid of stress and strain. They should be away from one's routine life and free from irks.
- (7) Develop recreational diversions, before you are made to do so in a hospital or upon your physician's advice. The diversion should be of a mild type, not intensive, without a great deal of physical activity for the middle-age group.

"Simple things like dominos, lotto and cross-word puzzles have fewer liabilities than concentration on alcoholic beverages or going to exciting prize fights or wrestling matches.

"The important things to remember are:

- 1. To know and act your age.
- 2. To know and follow moderation and not excess in life's activities.
- 3. That you are an ordinary mortal, not a Superman."

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ABSENCE FOR VOTING

Employees may be excused from duty without charge to leave for the purpose of voting if such absence does not seriously interfere with production. Supervisors will determine whether employees can be spared. Normally, the time necessary to vote will not exceed two hours. In no event shall it exceed one day. This privilege is extended whether it is a primary or final election, or whether it is a State, local or national election. It applies equally whether the purpose of the election is to elect a person to office or merely to approve some public issue, e.g. an expenditure of funds in connection with a bond issue.



DID YOU KNOW THAT -

1. U. S. scheduled airlines, domestic and international, used 656, 007, 168 gallons of gasoline in 1951. At a rate of 15 miles per gallon, you could make approximately 1,700,000 round-trips between Los Angeles and New York City in your automobile on that amount of fuel.
2. Bonanza Airlines is the first feeder line to be granted a certificate for coach service.
3. There are 585 cities in the United States being served by certificated airlines.
4. Glen L. Martin recently resigned as Chairman of the Board of Martin Aircraft Company. He founded the company 43 years ago.
5. Sabena (Belgian Airlines) has successfully completed approximately 18 months of helicopter airmail service serving the cities in Belgium.
6. 4200 children "on their own", boys and girls between four and eight years of age, have crisscrossed oceans and continents of Europe, Africa, Asia and Australia on PAA Clippers since World War II and more than 1,000 of these have enplaned and deplaned at the Los Angeles International Airport since 1946.
7. The All Woman Transcontinental Air Race gets underway July 4. The flight will originate in Santa Ana, California, and terminate in Teterboro, New Jersey. It is estimated that sixty to seventy planes will participate.
8. The operating expenses of the U. S. certificated airlines for 1951 was \$850,700,992.
9. Domestic trunk airlines carried 37% more mail in 1951 than in 1950, but due to decreased rates, the revenue was down 16%.
10. The average airline trip is 468 miles in length.

INCIDENT REPORT

INSAC, Battle Mountain, Nevada

On February 3, 1952, at 1526P a Beechcraft Bonanza called Battle Mountain Radio and requested information as to whether 13,600 would clear him of all mountains. Pilot was advised of minimum Westbound altitudes. He stated he was VFR climbing to on top, enroute Elko to Oakland. No further contact made with aircraft at this time.

At 1529P, several loud screams were heard on 122.2MC. Since this was the frequency being used by the Bonanza contacted at 1526P, Battle Mountain called the aircraft immediately. Contact was established at 1531P. The pilot stated he was trying to climb out of something and would call back. Further calls to aircraft were not answered.

At 1544P again established contact with aircraft, pilot stated he was now at 8,500 flying in the clouds and advised he was circling a mountain peak, that being the only portion of ground visible, and that he was trying to gain altitude. His position unknown. (It was later learned that the aircraft had been in a spin with loss of altitude from 13,900 to 8,500)

Pilot was advised he was far below safe altitude that would clear him of mountains and was requested to give bearing of Battle Mountain VOR. Pilot gave bearing of VOR from aircraft and was determined to be South East of Battle Mountain, circling one of three mountain peaks. A heading was then computed that would take aircraft away from higher mountains to an area of lower terrain, in the event pilot lost peak while circling. Pilot had advised he was unable gain altitude account down drafts. Aircraft signals were now weak due to low altitude and distance involved and pilot was requested to transmit on 3105kc. No response from aircraft.

At 1557P after almost continuous calling, contacted aircraft. Pilot stated he lost peak and was on a heading of 230 degrees in A quad LF range. Aircraft signals were weak, only portions of transmissions readable. 230 degree heading was deemed satisfactory as overcast was higher west and peaks not obscured that direction from assumed position of aircraft. Again lost contact with aircraft.

1613P. Again contacted aircraft, now in N quadrant Battle Mountain LF range. Aircraft could not receive Lovelock VOR at all, or the Battle Mountain VOR steadily due to low altitude. Orientation procedures instituted LF range, but not completed, contact with aircraft lost. Aircraft now on 3105kc, but signals weak and interference from other aircraft very heavy.

1616P. Once more established contact with aircraft, pilot stated he broke out of clouds over a small valley, bearing of Battle Mountain VOR and a terrain description given. Aircraft definitely located South South East of Battle Mountain. Due low ceiling and restricted visibility in snow showers it was necessary have aircraft fly circular course to Battle Mountain, from the valley he was in. Several headings were furnished pilot, and aircraft constantly tracked by Omni bearings and terrain descriptions, until aircraft sighted the lights of the Battle Mountain Airport. Safe landing was made at 1725P, two hours after aircraft first encountered difficulty.

CREDIT UNION NEWS

During the month of May, the Federal Reserve Board suspended all credit controls on installment buying of automobiles, furniture, appliances, etc. Now it will be much easier for Credit Union members to buy that new or used car, television set, range, refrigerator, washing machine or new furniture for the house.

The general policy the CAA Credit Union will follow on the purchase of new automobiles is 20% down payment, with 36 months to pay the balance. The interest rate remains the same: 7/10 of 1% each month on the unpaid balance.

Purchase of used cars will require a 25% down payment and 36 months to pay the balance.

No down payment is required for purchase of household appliances and furniture with 36 months to pay.

Unsecured loans to \$400 may now be made on a 36 months repayment basis.

The above terms apply to all CAA employees who have permanent status. In the case of temporary employees, the facts of the individual case will govern.

Your Credit Union officers believe the above terms will make it possible for members of the Credit Union to now purchase items that have been deferred because of the high monthly payments that formerly prevailed under Regulation W.

It is also possible for members who have had high payments because of Regulation W, to contact the Credit Union office to have their payments adjusted to take advantage of the easier terms.

The Credit Union is here to serve its members; you will find it has many advantages in your favor. Most loans are completed during the first visit to our office. Let us show you how simple and easy it is to arrange a liberal repayment plan to cover your loan requirements.

If you have any financial problems, do not hesitate to discuss them with us. We are here to serve your individual financial need.

JOIN YOUR CREDIT UNION TODAY

* * * * *

DIVISION HI-LITES

FACILITIES DIVISION:

VOR Ranges:

Camarillo, Calif. - Continued negotiations for a new site at this location.

Hanksville, Utah - Surveyed proposed site for relocation and conversion.

(Continued on next page)

- Pt. Reyes, Calif. -Satisfactory progress is being made on this project by the contractor under the supervision of W. H. Schwartz, Resident Engineer.
- Palmdale, Calif. -Construction contract on this facility was completed on May 15. This work was under supervision of J. E. Crenshaw, Resident Engineer.
- Phoenix, Arizona -Notice to Proceed for relocation of VHF range was issued to the construction contractor effective May 12. This project started by Engineer G. R. Webb who will return to supervise the project at Burbank when relieved by Engineer Crenshaw.
- Salinas, California -Conversion of VAR to VOR - Work is being delayed on this facility until clearance is received from the Washington Subcommittee. Installation of power and control cables underground will start May 26.
- Paso Robles, California -Conversion of VAR to VOR - Installation is awaiting clearance by the Washington Subcommittee.
- Modesto, California -Improvement. Installation work on this facility, under direction of E. M. Whitney assisted by C. R. Dickow, is expected to be completed by the end of the month.
- Gila Bend, Arizona -Improvement. Grading of the range site by J. H. Dykstra and R. D. Crookshank, has been completed and a successful flight check made on May 15. Facility recommissioned on May 16.
- Yuma, Arizona -Improvement. Work, under direction of C. S. Daggy, is in progress at the facility and should be completed the first week in June.
- Ogden, Utah -Improvement. Work is in progress at this facility, under direction of P. G. Allee assisted by D. A. and R. L. Preator, and should be completed and flight checked during first week in June.

Contract for the relocation of the south detector poles at VHF ranges at Crescent City, Fortuna, Red Bluff, San Francisco, Sacramento and Modesto, California was completed on May 2.

Second contract for the relocation of the south detector poles at VHF ranges at Lovelock, Sod House and Wells, Nevada, and Wendover, Delta and Milford, Utah, was started on May 9 and completed on May 19. Fresno, California was completed May 22. These contracts were under the supervision of Engineer D. A. Domaskin.

Instrument Landing Systems:

- Burbank, California -Additional flight tests were made for glide path with unsatisfactory results. Equipment is being moved to new site for further testing.
- Los Angeles, California -Selected and surveyed site and issued Invitation for Bids for marker on back course to mark the beach on eastbound approaches.

- Sacramento, California -Installation of this facility, under the direction of E. L. Pardee, Electronics Communications Installation Supervisor, assisted by Udell Larsen, is in progress and will be completed about the middle of June.
- Fresno, California -Installation crew, under supervision of Engineer Kay, assisted by G. B. Ashby, has been started. Work on this facility is proceeding satisfactorily.

ATC Towers:

- Los Angeles, California -Relocation. Installation of the departure radar was started May 19, under the direction of Engineer R. B. Harris assisted by R. M. Lopez.
- Van Nuys, California -Installation of the Standby Engine Generator for this facility will be started May 28.

Installation of VHF/ADF equipment at Radar ATC Towers at Burbank, Long Beach, Los Angeles, Oakland, San Francisco and San Diego, California and Salt Lake City, Utah, has been delayed due to non-delivery of equipment.

Combined Tower and INSAC:

- Sacramento, California -Due to delay in delivery of essential equipment, installation work has not been started on this facility.

Radar:

- San Francisco ASR -G. E. Electric Co., installation contractors, continued work on this facility during the month with Engineer Earley representing the Construction Branch.

General:

- Murietta, California. -"H" Fan Marker - This project is still being delayed due to non-delivery of equipment by the Air Force.
- Ontario, California -Relocation of Neon Lights. Prepared specifications and drawings for National Guard.
- Burbank, California -HIALL - Notice to Proceed with the construction of this facility was issued to contractor, Lee Wilson effective May 8.
- Lemon Grove, California -Fan Marker - Set up temporary fan marker at Murray Lake site and conducted test flights with antenna on the ground and with antenna 9' above ground without counterpoise. Both tests proved unsatisfactory for coverage and both have TVI. One additional check will be made at this site.
- Castaic and Lebec, California -Voice Identification at fan markers - Installation of fan markers has been delayed due to non-delivery of equipment.
- Ogden, Utah -INSAC relocation - Installation work on this facility was started on April 4 and completed May 15 -- a total of five weeks for a seven-week scheduled installation job. This installation was accomplished by P. G. Allee, supervisor, assisted by D. A. and R. L. Preator. This facility is being operated as an INSAC from a tower cab. The installation utilizes most of the standard console equipment mounted in the tower desks.

Console completion program - RUP receivers have been installed at the following INSACS during the month: Bryce Canyon, Cedar City, Delta and Hanksville, Utah.

Los Angeles, California - Installation of TUZ standby equipment was completed early in May.

Issued Invitations to Bid on the following:

Bryce Canyon, Utah	Garages and water supply
Thermal, California	New counterpoise for VOR
Salt Lake City, Utah	Electronic air filter for MEDIS.
Las Vegas, Nevada	Control tower hoist.
Phoenix, Arizona	Relocation of ATC tower engine generators.
Los Angeles, California	Install duct covers at ATC tower.
Fresno, California	Exchange engine generator at SRA.

Flight inspection personnel from this Region met with representatives from Seattle and Kansas City at Salt Lake City on May 19 for four days to discuss problems in connection with VOR flight check procedures.

AIRWAYS OPERATIONS DIVISION:

The Weather Bureau has informed us that its Flight Advisory Weather Service (FAWS) units will be removed from the Los Angeles and Salt Lake City Air Route Traffic Control Centers on June 1 and the Oakland Center on July 1, 1952. These units will be consolidated with the forecast units at Los Angeles International Airport, Salt Lake City Airport, and San Francisco Airport, respectively.

Mr. John A. Garrison, 6-547, accompanied by Mr. J. R. Dettman, 6-505, visited Oakland May 2 to obtain information and discuss plans with representatives of the U. S. Navy and the Port of Oakland dealing with proposed Navy blimp operation at the Oakland Municipal Airport.

Regional representatives met with Messrs. C. W. Carmody, W-390 and R. C. Jones of W-396 on May 7 to prepare estimates for the establishment of Aircraft Movement Identification Sections at Air Route Traffic Control Centers within Region Six.

Mr. S. H. Preece of the Air Transport Association visited Bakersfield, Los Angeles, and Tucson during the month for the purpose of studying user charges.

Mr. A. H. Barnabei of W-343 and Mr. H. B. Wright, 5-549, developed a plan to make a suitable frequency available for a proposed Air Force radio beacon at the Richmond intersection in the San Francisco bay area. This matter has been deadlocked for months because of the extremely tight frequency situation along the coast.

Other visitors include Mr. Gordon Pearson of W-381, Mr. H. J. Carrick of the International Region, and Mr. Spano of Aviation Safety in Washington.

AVIATION SAFETY DIVISION:

The CAB hearing on the Robin Airlines' (DBA North Continent Airlines) accident in Puente Hills was concluded in Santa Monica May 15. Three Agents from our Burbank ASDO (Air Carrier) and several persons from the Air Carrier Safety Branch in the Regional Office were required as witnesses in addition to Dr. Adams, Regional Medical Officer, Sixth Region; and Dr. Ellis, Regional Medical Officer, Seventh Region.

The CAB hearing on the revocation of Robin Airlines' large irregular air carrier operating certificate was completed May 19. The examiner announced his decision at the end of the hearing that the operating certificate was revoked but no period was specified.

Five Air Carrier Agents conducted a ramp inspection on 13 irregular air carriers transporting military personnel from Las Vegas to Cherry Point, North Carolina, on a military contract. Numerous mechanical and administrative deficiencies were found during this spot inspection. One aircraft was not permitted to depart from Las Vegas because of mechanical deficiencies.

We are proceeding with the large irregular air carrier intensified en route inspection program. In effecting this program, it has been necessary to assign some Agents, both operations and maintenance, from other General Safety and Air Carrier Safety Offices.

Mr. F. W. Robinette, Chief, General Maintenance Section, is in attendance at a General Maintenance Section Chiefs' Conference in Washington. Aircraft Agents B. T. Nacht and R. Outcen are also in Washington attending an indoctrination course relative to amended Civil Air Regulations pertinent to repair stations, mechanic schools and mechanic certificates.

The month of April has proved to be an exceptionally busy period for all General Safety Branch District Offices. There has been a general increase in workload due to better weather. An additional activity burden was incurred by the request for the manpower survey in addition to the agricultural activity survey previously requested. The General Aviation Manpower Survey was completed as requested, and the reports were sent to Washington direct from the field.

The first mass flight of the newly formed Associated San Joaquin Valley Flying Clubs was made to Avenal, California, on April 20, 1952. Fifty-seven aircraft and one hundred forty-three persons from the Valley participated. Agents from the Fresno ASDO (General) contributed considerable time and effort to the successful formation of these flying clubs.

It is reported, in connection with the Sierra Wave Project at Bishop, California, that two pilots operated a Pratt-Reed glider to an altitude of 44,000 feet in the vicinity of Owens Valley, California. If the reported altitude is verified, this may be a world record.

Agent Thomas from our Las Vegas ASDO (General) took part in an official tour of the Nevada Proving Grounds on April 20, at the invitation of Atomic Energy Commission officials, and witnessed at relatively close range an atomic explosion. (Continued on next page)

A Cotton Defoliation Conference was held in Phoenix on May 7. This meeting was attended by a representative from the Phoenix ASDO (General). The conference, the purpose of which was to obtain the latest information on cotton defoliation in arid sections, was sponsored by the Arizona Cooperative Cotton Growers' Association. Representatives of the U. S. Department of Agriculture, Land-Grant Colleges, defoliant manufacturers, Air and Ground Applicators and Cotton Council participated.

Inspections have been completed by Type Certification Boards, which included personnel of the Aircraft Engineering Branch, Air Carrier Safety Branch and the Medical Office, and the following aircraft have been approved:

The KLM (Royal Dutch Airlines) Model DC-6B

The SAS (Scandinavian Airlines) version of the Model DC-6B, which covers two interior arrangements - one for a standard 58-passenger interior and another for a high density 89-passenger version.

The Lockheed Super Constellation 1049, TWA (Trans-World Airlines) version. This particular aircraft will be certificated at the Lockheed Plant and then will be modified by Lockheed Air Service for additional changes to the interior before delivery to TWA.

A Type Inspection Authorization was received from the Washington Office and an endurance run was started by Monarch Bearing Company at Oakland, California, on May 16, 1952, to type test various ball and roller bearings for use in Pratt and Whitney R-2000-7 engines. Some trouble in continuing this test is anticipated due to the high noise level, particularly in the late evening and early morning hours.

AIRPORTS DIVISION:

On May 6, the Chief, Airports Division, in company with the Chief, Airport Operations Branch, and District Airport Engineer, NOCAL, conferred with the officials of the City of Oakland, California, regarding the Master Plan of the Oakland Municipal Airport and forthcoming litigation re the acquisition of additional airport property.

On May 7, the Chief, Airports Division, in company with the Chief, Airport Operations Branch, and District Airport Engineer, NOCAL, conferred with Mr. Peter Giannini of Santa Clara, California, regarding his request for a public hearing on the future development of the San Jose Municipal Airport. Mr. Giannini was informed of our regulations regarding requests for public hearings, and at the close of the meeting indicated that such a request would be withdrawn at least temporarily. Subsequently, the District Airport Engineer, NOCAL, was informed by letter from Mr. Giannini that he was taking no further action at this time to request a public hearing. As a result of this letter, he was informed by the Regional Administrator that the CAA planned to go ahead with assistance to the City of San Jose in the improvements to the San Jose Airport.

Through complete coordination between the offices of the Regional Administrator, Regional Attorney, the Office of Airports and the Branches within this Division, we were able to issue two Amendments to the Grant Agreement for accomplishment of emergency construction of the dyke at the Provo, Utah, Municipal Airport to prevent extensive damage from flood waters of Utah Lake. With the assistance of the District Airport Engineer, UTAH, The City of Provo has been able to negotiate a contract as well as undertake force account work for dyke repairs, which has saved the Airport from flooding on two different occasions. (Continued on next page)

The Chiefs of Airports Division and Engineering Branch spent several days at Salt Lake City for the purpose of making on-the-spot review of the plans and specifications and to accomplish necessary coordination with Utah National Guard for the construction of the new N-S instrument runway. The details of the project have now been approved by the Washington National Guard Bureau. Bids on construction work will be received on June 17, 1952, for first stage work which will consist of necessary grading and the installation of a drainage system. Second stage work is scheduled to follow immediately next fiscal year.

The District Airport Engineer, UTAH, was called upon to assist with planning for the proper protection of the southwest corner of Salt Lake Municipal Airport No. 1, as a result of all water from the Jordan River having been diverted to the surplus canal, which was of inadequate capacity to carry the increased volume of water. Through cooperative arrangements, an 8' bank has been placed on the east side of the canal, which, it is believed, will adequately protect the airport from flood. The entire area west of the airport and the surplus canal are now totally flooded.

Mr. Frank T. Mills of the Program Planning Branch, Office of Airports, Washington, D. C., was in the Region from April 28 to April 30, 1952, for the purpose of reviewing project control procedures of this Region and initiating a new procedure consisting of detailed tabulation of the Program on a one-year basis. This Region is following the new procedure set up by Mr. Mills.

On May 1-2, Mr. R. J. Endres, Chief, Facilities Record Section, Office of Airports, Washington, D. C., visited the Regional Office in connection with revised procedures for Facilities Record reporting.

The Division is processing an unusual number of project applications due to the sponsors' last-minute rush to submit applications prior to the June 30 deadline.

Runway 25-R at Los Angeles International Airport and its parallel taxiway were opened to their full length of 8500'. The contractor expects to have Runway 25-L and its parallel taxiway open to the same length next month, but is keeping 5400' of it open during the construction period.

Regional Office personnel and the District Airport Engineer, SOCAL, assisted the Ontario airport management and California Air National Guard in working out a proposal whereby the Guard will extend the runway at Ontario International Airport 800' to the east and will relocate the approach light lane.

On May 16, Assistant District Airport Engineer P. F. Glendening of the Arizona District Office, who holds the offices of Director, Arizona Society of Professional Engineers, and Director, Arizona Section of American Society of Civil Engineers, addressed the Graduating Engineers of the University of Arizona at Tucson on the subject of "Engineering Registration."



Daggett, California:

"When Nine Stars Shone During Daylight Hours": It was 0830PST, Tuesday, May 13, 1952, and activity in the Communications Station was chiefly routine. The gas strike fuel shortage and rumors of possible gas rationing had greatly reduced traffic, so that scheduled broadcasts, weather observational duties, and a small percentage of the normal amount of aircraft contacts appeared to be the "not-too-exciting" outlook for the day.

Then the telephone rang and a pleasant voice at the other end of the wire said, "This is Lt. Corrigan at Camp Irwin calling. We are expecting a C-121 (Constellation) to land at Daggett Field today with a 'V-VIP' on board. We just received a call from RIVFS advising that the aircraft, AF SAM8611, has departed from DeRidder, Louisiana, and is estimating Daggett at 1445P this afternoon.

"Is that 1445P Standard or Daylight Savings time?" was the first query. (Before the day was over, the confusion and erroneous calculations which can result when some agencies use Daylight Savings time while others use Standard time became quite apparent)

"We received that from Flight Service as Standard time", replied Lt. Corrigan. "Also, there may be one or two other aircraft coming in with 'VIP' on board. We expect these aircraft to land first here at Camp Irwin, and then to proceed to Daggett to meet the C-121. We will appreciate it very much if you will call us via telephone as soon as you have any information on any of these aircraft, but especially with any definite information concerning the C-121".

We still did not know who, nor why, the "V-VIP". However, in accordance with general practice at this station, one of the first duties upon receipt of this type of information is to advise the Commanding Officer of the Daggett (USMC) area and this we did as soon as possible. Then the activity gained impetus:-telephone calls and more telephone calls. Almost every call was a request for information as to the expected time of arrival of the "V-VIP". The information furnished earlier by Camp Irwin was given to all who inquired, with practically every call requiring some clarification of the "time" (Standard or Daylight Savings) in use.

1000PST - "Daggett Radio, this is AF SAM6294. We are about ten minutes SW of your station. We have a Code 3, Major (**) General Kean, Commanding Officer of the 3d Corps on board. We will be landing at Camp Irwin at approximately 1020P, but will be over to Daggett later today to meet the 'Connie' which is en route to your station. Do you have any information for us on the arrival time of SAM8611? Also request that you call Camp Irwin and advise them of our ETA there and of the VIP on board". Available information on SAM8611 was given to the pilot. (Continued on next page)

After numerous dialing attempts, countless buzzes of the busy signal and a delay of almost ten minutes, a line was finally secured to Camp Irwin and the information from SAM 6294 delivered to Lt. Corrigan. With no new information available on the arrival time of SAM8611, a slight calm in activity ensued, but not for long.

1055PST - "Daggett Radio, this is AF SAM6155. We are estimating Camp Irwin at 1121P. We have a Code 2, Lt. (***) General Swing, Commanding Officer of the 6th Army on board. Will you please advise Camp Irwin of our ETA? Do you have any information on the arrival time of SAM8611 en route to Daggett"? The pilot was advised that as far as known at that time, SAM8611 was expected to arrive at Daggett at approximately 1445PST.

"Roger, Daggett, we will be over to Daggett about 1400P to meet the C-121 and if you receive any different information on the arrival time, will you please advise us at Camp Irwin?"

Surprisingly, this time it took only a couple of minutes to secure a line to Camp Irwin and to deliver this information to Lt. Corrigan. During the ensuing conversation, he advised that the "V-VIP" expected to arrive at Daggett was General (****) Collins, U. S. Army Chief of Staff, who was to be the Reviewing Officer at the Armed Forces Day Exercises to be held at Camp Irwin that afternoon.

Once again, numerous telephone calls, chiefly requests for any new information on the expected arrival time of SAM8611, as well as further coordination with Camp Irwin and the USMC personnel at the Barstow and Daggett Areas. Then, flight plans on SAM6155 from Camp Irwin to George AFB, and SAM6294 from Camp Irwin to Daggett.

1234PST - "Daggett Radio, this is SAM6294. We were off the ground at Camp Irwin at 1230P and estimate Daggett in 15 minutes. We have Lt. Gen. Swing and Maj. Gen. Kean on board. We are coming over there to wait until the arrival of General Collins on SAM8611. Is there any place there where the personnel on board can wait rather than in the plane?" The pilot was assured that the entire party was welcome to come into the Communications Station to await the arrival of General Collins, and to make themselves as comfortable as possible in our rather crowded quarters.

1247PST - "Daggett Radio, this is SAM6155. We were off the ground at Camp Irwin 1225P. We are going to George AFB to refuel and will wait there until after General Collins has proceeded from Daggett to Camp Irwin. Would you please advise us via VCV tower when General Collins departs from Daggett?"

1250P- AF SAM6294 landed at Daggett. SEMT Fogg, always the genial host, greeted the party at the gate with an enthusiastic "Cold cokes for sale. You'll find them in the refrigerator. Go right on in through that door". Needless to say, many members of the party availed themselves of "the Pause that Refreshes." Within a few minutes, the station looked more like a military headquarters than a communications station, with military personnel of every rank from Lt. General to Private in evidence. We have even contemplated establishing a separate "Visitors' Log" for Generals, Admirals, etc., since our present Visitors' Log is becoming quite well-filled with such titles.

At the personal request of Lt. Gen. Swing, LAX ARTC was contacted and asked to check with RIVFS for their latest information on SAM8611 and the current estimated time of arrival at Daggett. It was soon learned that the aircraft expected to arrive at Daggett at 1345P Standard time. This necessitated calls to various personnel at both Camp Irwin and the Barstow and Daggett USMC headquarters with the now-revised ETA. It was determined later that the ETA for SAM8611 had been 1345P Standard time all of the

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time, but that some place along the line of relay, the confusion between Standard and Daylight Savings time had occurred.

1339PST - "Daggett Radio, this is SAM8611. We are about five miles south of your field, request landing information. General Collins is on board and would like to know if the party is there to meet him." Landing information was furnished, and the pilot was advised that the party to meet General Collins was at the station. Other interested local parties who were not already at the scene were also advised immediately.

Another telephone call to Lt. Corrigan at Camp Irwin, and, once again, the usual routine of "busy signals" for about five minutes before it was possible to complete the call. Lt. Corrigan now requested that he be advised the minute that SAM 6294 departed from Daggett en route to Camp Irwin with General Collins on board. It was explained that this might not be possible due to the usually long delays in securing a line to Camp Irwin. Lt. Corrigan then requested that we keep the line open and he would remain on the line until the aircraft departed Daggett, so that he could be sure of obtaining the desired information without delay. The next twenty minutes were interspersed with reports to Lt. Corrigan, such as: -"Right now they're just standing around talking", "Now they are transferring baggage from one aircraft to the other," "SAM6294 is now taxiing out for take-off" and, finally, "SAM6294 is off the ground at Daggett, estimating Camp Irwin in 15 minutes", which brought a very hearty "Thank you, Daggett," and Lt. Corrigan was on his way to perform other duties. As the crew chief of SAM6294 remarked, while awaiting General Collins' arrival, "Nine 'Stars' at one time is the greatest number that that C47 (SAM6294) has ever carried on a single flight!" (And, we might add, it is also the largest number of "Stars" which have been at Daggett at one time)

As we accepted the flight plan from the pilot of SAM8611, we noticed that the data regarding the highest rank on board had been omitted, and we requested this information from the pilot, who laughingly replied, "Oh, yes, that's right, we should still file that, should we not? It's Code 7; you see, we just have a group of 'peasants' left here to go on to Burbank."

1435PST - Once again, all activities at the station became quite routine, and the nine "Stars" which had shone so brilliantly for a short time were a pleasant memory. Only one "Star" was missing, which was that of Brigadier (*) General MacDonald, Commanding Officer at Camp Irwin, who had remained at his post to greet General Collins on his arrival there via SAM6294.

It has been impossible to include all of the various activities connected with this event, such as pilot briefing, extended forecast information secured, RON messages handled, flight plans filed, arrival reports handled, messages relayed between aircraft in flight, landing information furnished, questions answered regarding the station and facilities available, and numerous incoming and outgoing telephone calls in order to coordinate the available information with everyone concerned, - all of which added up to a busy time. We do hope that this account of another one of our "Days at Daggett" has given you a fair picture of the unusual amount of coordination required with the various military installations in our area, namely, Camp Irwin, the USMC headquarters at Barstow, and the USMC offices here at the Daggett Annex, as well as bringing out the fact that duty at our "Little Oasis of the Mojave" can really be quite

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varied and interesting.

The pilots of all three aircraft and many of the personnel on board, as well as other interested parties, expressed their sincere appreciation for the helpful assistance of Daggett INSAC on this occasion.

CEDAR CITY, UTAH:

INSAC: Effects of the present oil strike are beginning to be felt even as far south as Cedar City. Except for two daily Western flights through the local station, the sound of an aircraft engine being run up is nearly something of the past. Even though Mr. Royce Knight, our very capable airport manager, had the foresight weeks in advance to keep all storage tanks to capacity, the "word" has gotten around that most airports in the general area are refusing gas to anyone except emergency or official aircraft. Seems most local operators, not knowing just how long the strike may affect their areas, are trying to limit their sales so that local crop-dusters and sprayers will not have to curtail their flying.

Another shortage has been felt at this station. We can, with the exception of one man, claim a very critical shortage of the old adage "old timers" at CDC. Seems that in less than ninety days, we have acquired the services of a new Chief, three communicators and one SEMT. This heavy traffic in new faces may cause some to believe the personnel situation at CDC is bad. That, however, is not the case. The new Chief was reassigned after the shut down at Milford, one of the communicators was affected by the combining of facilities at RNO and the other two communicators are being restored to their respective positions, having just recently returned from active military service. Dave Karback, our SEMT, was offered a very tempting position with the Radio and Television station at San Antonio, Texas and seeing as how he was a man from the "old sod" it took him exactly three minutes to agree to the proposition. He termed it "Fate", but we believe the line from that old famous Texas song, "I must go where the wild goose goes" had a lot to do with it. Anyway, we have acquired "Old Faithful and reliable" Rudy Fogelsanger, another Milford retread, to handle the technical end of the work here. Even the local citizens are beginning to feel that we are running some sort of receiving station for CAA personnel out here.

Our two returning veterans don't have too much to say other than the fact that they are glad to be back. One, a National Guard Officer with the local Guard Unit from Cedar City, who is back after spending nearly twelve months in Korea, has this to say, "I'm so darn tired from climbing hills that it makes me sick even to climb the stairs at home". With the fishing and hunting season wending its way nearer, we are sure this situation will be remedied. However, we feel he has one advantage over most of us. Comes the first day of hunting season and it sounds like the "front" around here; and not only the hill climbing will help, but also the practice in keeping one's head down is not only advantageous, but a necessity. (Continued on next page)

AMT: Seems as if Harry Mellen's purge against the railroad is finally beginning to slacken off a bit. This resentment against the railroads was brought on last winter when on one of his trips to a beacon site, Harry became stuck. After wandering around for nearly two hours, he came upon the local railway lines and he waited for a train to come along. His efforts were to no avail because every time a train came along and Harry stood along the tracks trying to flag it down, the engineer, thinking him one of the local citizens, just tooted his whistle and waved back. After two or three trains, it was no longer a game to Harry, so he made his way back to the power house at the beacon site and was still sitting there when a local search party comprised of personnel from the station reached him early the next morning.

SEMT: Other than the tedious task of property changing hands from the SEMT to a RMT back to another SEMT, all in less than two weeks, not much has taken place. We are the proud possessors of a VOR antenna which is to be erected in some appropriate spot for test purposes.

HANKSVILLE, UTAH:

AMT: Mr. Freihse, Civil Engineer, has surveyed a site for the new VOR range to be located in close proximity to the DT station. All hands are hoping for an early installation.

The well drilling has progressed to a depth of 450 feet, but still no drinking water. It is expected that drilling will proceed another 200 feet as soon as additional cable is procured.

INSAC: The extent of our local flying is unknown as only three aircraft are based at the field and we have very few visitors. There are usually six to eight aircraft based in the general area. These are utilized by mining and oil companies for aerial prospecting, transporting supplies and personnel. The aircraft fly from their own strips, which are, as a general rule, short and rough, and are bulldozed out of the desert adjacent to the camp sites. Due to the location of most of the camps and wells, a trip that will only take thirty minutes in an aircraft will often take six or eight hours by four wheel drive truck.

Of the three aircraft based at the field, one, a Stinson, is owned and operated by a Hanksville sheep rancher. The others, a Cessna 140 and a T-Craft, are owned by communicators Betz and Welch respectively. The Stinson is used extensively as transportation for the rancher and his family, spotting lost stock, hauling supplies and in emergencies, as an ambulance plane. As the nearest doctor is three hours drive, two hours of which are over very rough roads which are not always passable, an aircraft under these circumstances is very welcome. This plane was also used to round up wild horse last March during a three day chase, in which eighteen head were caught. Wild horse bands of six to twelve are numerous in the Hanksville area. The bands are spotted from the air and are driven, often twenty miles or more, toward a blind canyon. As the band enters the canyon concealed riders, in this case over twenty, close in and rope them. Often some escape and then the riders have a wild chase over the desert during which more often than not the wild horse escapes.

Station personnel were well represented on the ground as three horses are owned by communicators and one by the AMT. Communicators Betz, Freeman and AMT Biddle participated on horseback while GAC Byars and AOS Dalton acted as photographers. Freeman was the only one from the station lucky enough to perform the difficult feat of
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roping one while in full chase. AOS Welch acted as aerial spotter and occasionally shot at the horses' heels to keep them moving or to help turn them. While Welch did not get any saddle sores, he did pick up a few grey hairs as most of the flying in a chase of this sort consists of steep banks at extremely low altitudes. The two aircraft owned by communicators have been used so far to build up time, general transportation and area familiarization. With trout season opening next month, there is some talk of using them for flying fish wagons.

* * * * *

CONFERENCES HELD

Recently, two important conferences were held on the West Coast devoted to exploring some of the principal problem areas in public relations and personnel administration of the Federal Government.

In a two-day session in San Francisco sponsored by the Civil Service Commission and the Federal Personnel Council, Mr. James Mitchell, one of the three U. S. Civil Service Commissioners, summarized some of the recent developments in Federal personnel management.

Among the items which he commented on were:

1. The recent "Truth" campaign designed to acquaint the citizens of the United States with actual facts and figures about the accomplishments of Federal workers.
2. Introduction of the requirement that all probational employees be officially appraised at the end of ten months' service. This requirement introduces an additional tool to supervisors to eliminate the unfit before attaining regular status.
3. The Whitten Amendment. He indicated that he felt that the Amendment in terms of what it was intended to accomplish, was basically sound. In its original form, it was somewhat unworkable; however, the new Amendment now sponsored by the Commission and approved by the Congress will permit easier administration of the effort by Congress to control upward spiralling of jobs and people.
4. The Thomas Leave Rider. Commissioner Mitchell read a copy of a wire from the General Accounting Office expressing the opinion that since it was not Representative Thomas' proposal to wipe out the accumulated leaves on the books, that it would be improper to construe this Rider as having that basic intention.

Another highlight speaker was Hal Wright, Acting Director of Civilian Personnel in the Office of the Secretary of the Army. Mr. Wright believed that Federal Government should be progressing in three areas:

1. We should have a more positive Executive Development program. Some progress has been made but more is needed.
2. Improve our method of selecting and developing supervisors. He believed that more attention should be given to three techniques:
 - a. Multiple supervisory judgment of potential supervisors;
 - b. Closer study of the past records of employees to identify supervisors;

c. Use of accepted tests to determine supervisory aptitudes.

3. A better method of evaluating employee performance.

Mr. Milton Mandell, Chief, Administrative and Management Testing with the Washington Office of the Commission, expressed the opinion that many progressive private concerns are devoting as much as 25% to 50% of the time of the personnel office in identifying and developing supervisory personnel. He identified Sears, Roebuck and Co., as one such organization. He underlined the opinions expressed by Mr. Wright in believing that the Federal government should be exploring techniques to help in getting the best leaders in supervisory positions.

According to statistics released, there were approximately 1,000 registrants, making it the largest public personnel gathering ever held.

Another conference was conducted in San Diego of the Joint College-Federal Service Council of Southern California. The theme of this annual conference concerned the recruitment difficulties now being experienced by Federal agencies for engineering and scientific personnel. According to statistics given by Dr. Lindval of the California Institute of Technology, the U. S. is lagging behind in training engineers in colleges at the rate of 15,000 per year, based on current needs for engineers. The answer according to the Council, lies in two areas:

1. Appeal to the sophomores and juniors in high schools so as to encourage the more capable students to undertake engineering training in college.
2. Organizations should repeatedly study the current assignments of engineers to insure maximum utilization of their skills.

It was brought out that the recruitment technique used in government, needed considerable overhauling.

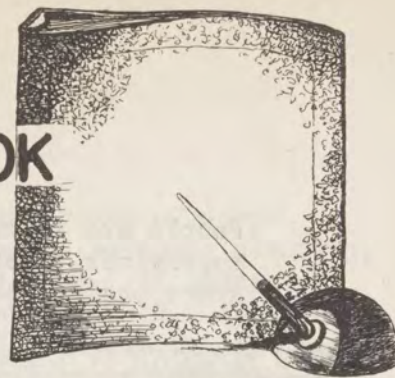
The Regional Personnel Officer, Glyndon Riley, was one of the invited speakers in this one-day session on the topic of "Recruitment Techniques".

SUPERVISOR'S NOTEBOOK

CHAPTER III

THE SUPERVISOR AS A LEADER

BASIC LEADERSHIP AND HUMAN RELATIONS



OBJECTIVES

To indicate the basis of leadership, its main elements, and the possibilities of leadership self-assessment; to sketch the bases of human behavior and formulate a human relations guide based on them.

LEADERSHIP

Leadership is the ability to get people interested in doing a job because they want to, rather than because they have to.

DIFFERENCES BETWEEN A BOSS AND A LEADER



Thinks and talks in "I" terms.

Drives workers.

Relies on the authority of his position.

Instills fear.

Says "GO".

Makes work drudgery.



Thinks and talks in "WE" terms.

Guides workers.

Relies on cooperation and good will.

Instills confidence.

Says "LET'S GO".

Makes work interesting.

People are individuals and like to be treated as such. The good supervisor takes a personal interest in his subordinates and knows their hopes, interests, and ambitions.

THE ELEMENTS OF LEADERSHIP

1. Technical skill - know-how of work details.

The importance of this varies among supervisors. Generally, it is more important in the front line than at the top, and in a single function job than in a diversified one. For supervisory positions, technical "know-how" is normally less important than the ability to lead, to make decisions, and to attain certain work objectives through group effort.

2. Administrative skill

It involves knowledge of the management functions of planning, organizing, directing, controlling, and coordinating discussed in Chapter II. If a supervisor expects to succeed, he must be able to plan and organize, show good judgment in making decisions and direct his men to a common end.

3. Good personality

The supervisor-leader needs traits that will bring trust, respect, and cooperation from his subordinates. The most important are fairness, loyalty, sincerity, friendliness, tact, courtesy, decisiveness, dependability, neatness, and courage. Regardless of other strong factors, employees will not do their best work if they don't respect their boss.

LEADERSHIP SELF-ASSESSMENT

A personal inventory of leadership assets and liabilities by a method such as that presented at the end of this chapter can be very useful and revealing to the supervisor. Alertness to employee reactions is also rewarding. Employee's attitude toward work assignments and toward CAA is significant. Excessive griping and/or requests for transfer are obvious danger signs.

BASIC PRINCIPLES OF HUMAN BEHAVIOR

The actions of human beings are based on a variety of deep-rooted urges. The most basic ones are hunger, economic security, self-esteem, ambition, and resistance to change. If these are fulfilled, satisfaction results. To the extent that they are not, there is frustration. Total or near total frustration of a basic urge creates problems of mental adjustment for the individual.

ADJUSTMENTS TO FRUSTRATION

Human beings do not react to frustrations in the same manner. The reaction will depend on a variety of environmental factors - on "how he's feeling at the moment." Although the reaction will vary in specifics, it will generally fall into one of the following categories:



1. He may explode. "Blow one's top"; "letting off steam" - either against the object responsible for our frustration or against a "scape-goat."

2. He may rationalize - "cover-up", knowingly or otherwise, of the real reasons behind a frustration. (For example: On not getting a coveted assignment, telling oneself and others that "I didn't want it anyhow - this or that is wrong with it.")



3. He may replace a frustrated goal with others, more easily realized. (Hobbies often serve this purpose).



If he fails to react in any one of these three general ways, he will continue to be frustrated ultimately to the point of a breakdown.

Obviously, the best adjustment to frustration is to replace a frustrated goal for one more easily attained.

It is only common sense to "stop beating one's head against a stone wall" and use that energy to obtain other desirable satisfactions.

We all explode or rationalize to some extent. However, a person understanding human behavior will try to hold these reactions to a minimum. The good supervisor will likewise try to channel the reactions of others into constructive lines.

HINTS ON A GOOD HUMAN RELATIONS APPROACH FOR SUPERVISORS



1. Be friendly and sympathetic.



2. Try to listen more, talk less - reserve judgment.
 - a. People like to "get things off their chest" - it makes their problem seem smaller.
 - b. A good listener learns the whole problem without committing himself - he avoids the embarrassment of jumping to faulty conclusions.

3. Maintain self-control.

Being human himself, the supervisor also is often frustrated and wants to "blow his top". However, this is the weak way out. It is unfair to the persons who are affected by the explosion, and sets a bad example. The supervisor-leader will strive instead, to "replace" his frustration - "blow off steam" by tackling particularly challenging elements of his work.

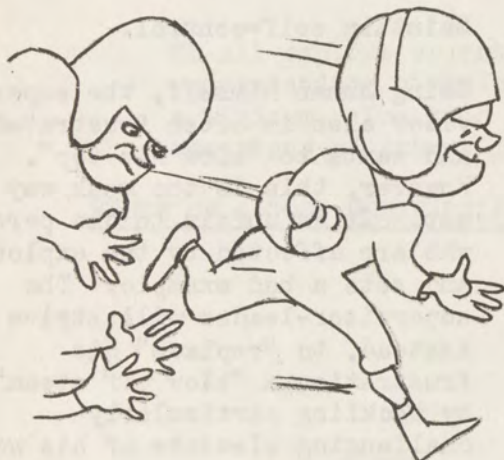


4. Don't "step on people" - "build them up".
 - a. Be tactful in giving orders - make ideas easy to accept by giving reasons for them.
 - b. Encourage ideas.



5. Don't dominate - coordinate.

The supervisor-leader does not need to bully and "show who's boss" - that may satisfy his urge for self-esteem, but frustrates others. He relies on getting others to work with, not for him.



6. Play fair.

Nothing "rubs people the wrong way" faster than feeling that they are "getting a raw deal".



7. Stay in the background.

If you do a good job, your supervisors will know it even if you haven't been at pains to take the credit. At the same time, your employees will appreciate your crediting them for their, and perhaps also your, proper share just as they would resent your "hogging the glory".



PROVOCATIVE STATEMENTS

1. It is easy to be a boss, but difficult to be a leader.
2. Failure to adjust to frustrations may indicate instability.
3. Leaders are born, not made.
4. If you treat your subordinates in a friendly manner, they will take advantage of you.
5. If you don't blow your own horn, no one else will.

(See answers on Page SN-25)

SUGGESTED READING

THE FOREMAN'S BASIC READING KIT - by American Management Association,
New York (1944)

This widely read guide to improve work relations for supervisors contains the "cream" of hundreds of fine studies published by American Management Association.

HUMAN FACTORS IN MANAGEMENT - by Dean S. Hoslett published
by Harpers (1951)

The major problem areas in human relations are discussed. Consideration is given to human relations in leadership, supervision, personal adjustment, worker-management relations and productivity.

ROADS TO AGREEMENT - by Stuart Chase published by Harper Bros. (1951)

An important and timely book. Easy reading. It is enormously helpful in summing up and giving specific illustrations of what the Psychological and Social sciences now have to offer toward more reasonable ways of behavior in a conflict-bedeveled world.

A HUMAN RELATIONS CASE BOOK FOR EXECUTIVES AND SUPERVISORS - by
Frances S. Drake published by McGraw-Hill (1947)

Covers Adjusting Human Resources. Developing Attitudes and Sentiments. Using and Abusing Incentives. The Ways of Executives and Supervisors.



Answers to Provocative Questions on Page SN-25

/Additional copies of this Chapter and preceding Chapters of the Supervisors' Notebook may be obtained from Miss Smith, 6-599.1.

(ANSWERS TO PROVOCATIVE STATEMENTS)

1. True. The easiest method of dealing with subordinates in his organization is for the supervisor to "pull rank" - to make persons work for him because they must. Leading them, on the other hand, requires continuous thought and effort. However, it is through leadership and not "bossing" that individuals and groups can realize their top capabilities.
2. Not unless carried to extremes. Adjustments to frustration are the ways in which we all react to everyday situations, whether we realize it or not. By studying them, we can appreciate more fully why normal people act the way they do. But the extent to which we allow them free rein is important. There is a point reached beyond which they are not acceptable in our society. As indicated in the body of the Chapter, there are ways in which we can control them so as to satisfy both ourselves and society.
3. False. Some people do have a "head-start" but in the main the qualities of leadership can be acquired through training and experience. As this chapter has indicated, such training is no occult mystery. It merely involves learning how to understand the causes of people's reactions and thus how to win rather than antagonize them.
4. This is not usually true. Most employees realize a supervisor's position even if he doesn't emphasize it, and respect the obligations it imposes on him and on them. For those that don't, the intelligent supervisor will easily find tactful reminders.
5. For the most part, this is false. "Hogging the credit" is usually resented by superiors as well as subordinates. A good job done without fanfare, or deserved credit not taken, leaves a strong favorable impression when discovered.

