



A MONTHLY NEWSLETTER OF SIGNIFICANT REGIONAL AND WASHINGTON ACTIVITIES

CIVIL AERONAUTICS ADMINISTRATION, LOS ANGELES, CALIFORNIA

VOL. 5, NO. 8

AUGUST 1, 1952

OPERATION EARTHQUAKE

"Bakersfield, California
July 25, 1952

To : Supervisor, District #2, 6-547.2
From : Chief, Bakersfield Tower
Subject: Narrative Report - Facility Participation in Local Activity During Earthquake

"There follows a report of the activities experienced at this facility during the hectic days of July 21, 22 and 23 as a result of earthquake activity in our community.

"The first shock was felt at 0352 PST. Our tower normally activated at 0599 PST, was in operation at 0429 PST. Mr. Thomas Powell, covering our standard emergency standby watch for that period felt that the quake was of such intensity that activation of the tower was essential; therefore, he departed his home and arrived for duty as soon as possible. For some time, the only means of communication between the little town of Tehachapi and the outside world was through the use of radio contact between our facilities and aircraft in that vicinity. Such emergency information was relayed to local disaster agencies until such time as normal communications were reestablished through the Kern County Communications System.

"(At this point, this office would like to commend Mr. Powell for his action in activating the tower as promptly as he did. The fact that he left his family under rather dubious circumstances to do his assigned job proves the loyalty of our CAA personnel.)

"The first definite information that we received concerning the extent of damage and loss of life was relayed by Deputy Sheriff Art Cross, and Field Master Bill Richardson flying a locally based aircraft. That information was forwarded on to proper authorities as it was received. From that time on a great amount of coordination was accomplished through our facilities. We maintained constant track of
(Continued on next page)

the aircraft involved, pilots' names, doctors, nurses, medical equipment, empty seats that could take disaster workers to the scene, those aircraft equipped with stretchers and those on immediate call for further aid. Further contact was maintained with an aircraft investigating all outlying communities by air checking other points that could possibly need immediate aid.

"During the early morning hours and up until 1300 PST, pilots constantly advised us that some method of control appeared necessary at the Tehachapi strip. 'Airplanes are as thick as flies,' was the frequent remark. About that time, we were contacted by the Airport Superintendent and the Sheriff's Office asking if it would be possible to provide some method of control of air traffic at Tehachapi. A quick examination of locally available equipment disclosed that we could provide control through the use of light signals using a generator furnished by the County. The request was forwarded to the Regional Office, and approved, and we (Mr. Powell, a glutton for work) were flown to Tehachapi by Airport Superintendent Meadows. Our equipment departed shortly ahead of us via truck. We departed at 1420 PST (we received the o.k. at 1415 PST) and arrived in Tehachapi at 1442 PST.

"During our flight to Tehachapi, we noticed numerous aircraft shuttling between Bakersfield and the Tehachapi Airport. The 'thick as flies' remark was not exaggerated. The approach to the field for landing was made through aircraft consisting of military and civil, flying in every direction, and at every altitude from a couple of hundred feet above the ground, to a B-36 circling at several thousand for a 'look see'. Right hand patterns, left hand patterns, short approaches, long approaches, high, low, cross traffic and take-off turns into approaching traffic were the order of the day.

"Immediately upon arrival, we made contact with Lt. Col. Smith, Edwards Air Base. The Colonel was happy to see us, and if "we could help them take care of the mess, he would appreciate it," and extended the full facilities of his Command to us. We next contacted the Red Cross Field Director, Tom Wingate. There again, we received a hearty welcome with the full facilities of the Red Cross extended to us.

"Our equipment consisting of light gun and generator arrived at 1545 PST and we established control at 1550 PST. We located our equipment at the approach end of the runway, with our generator and light gun slightly to the south side. A few feet further beyond our equipment, we located an Air Force Communications vehicle - a bright yellow and very conspicuous machine. No one could miss us if they even glanced at the landing strip. The rat race was still going on.

"Within minutes after we had our equipment in operation there was a decided change in the flow of traffic - we were free with red light to right hand pattern and cross traffic boys. The whole operation seemed to smooth out almost immediately. A good orderly flow of traffic was established and the low flying over the little community almost ceased. We had a few thrills during the early part of our operation, but word got around fast and it was like being home. During this time, we saw almost every type of aircraft that flies, over the area. The largest aircraft to use the strip were of the C-47 type; we handled eight operations of that type, including the departure of Governor Warren and his staff.

"We continued our operation until dark (1935 PST). After discontinuing for the hours of darkness, we noticed only one aircraft land and take off. (Continued on page 4)



REGIONAL ADMINISTRATOR'S COLUMN

July brought us information concerning the size of our bank account and the number of positions for the new fiscal year. Last year, we received this information in November, which made it somewhat difficult to plan and execute a sound work program. We, therefore, are in a better position to do a more efficient job of planning for the fiscal year which has just started. We need to do the best possible job of planning this year because the Congress made some rather substantial cuts in certain portions of our budget as submitted. The "cuts" were made in specific programs, with instructions to not spread the "cut" into other areas of operation. In other words, they cut certain programs and told other Offices and Divisions not to help them out. The most drastic reductions were in the Airports program and in General Administration.

As applied to this Region, the Airports Division faces a reduction of ten positions out of a total of 48. Five of these positions will be taken from the Regional Office staff and five from the field offices.

Business Administration will have to do with six fewer positions which reduces their total staffing from 84 to 78. In this Division, as well as in Airports, the reduction of funds is what has necessitated the elimination of positions, rather than a limitation on the number of positions.

Also in the field of General Administration, the Legal Division loses one position out of a total of five; Planning and Evaluation Division loses one position out of a total of six; and the Regional Headquarters Garage loses one position out of a total of four.

We are fortunate to some extent in that a few vacancies have occurred in the Divisions which are affected and we deferred filling them until we knew the total number of positions we could finance. We are endeavoring to place the people who are affected in vacancies in other Divisions and very few, if any, of our personnel will have to be separated. If there are any such instances, we will do everything we can to assist the individual to obtain employment elsewhere. The other operating Divisions, namely, Aviation Safety, Airways Operations, and Facilities will be able to carry on at about the same level as last year with even a slight expansion in Airways to accommodate commissioning of certain new facilities.

What do these reductions mean? In most instances, they mean that certain least important functions will no longer be performed. In some instances, to the extent possible, we will attempt to absorb some of the extra workload for important functions among existing personnel. We are now engaged in the preparation of our revised fiscal programs which are due in Washington for final approval by the end of July.

I wish to take this opportunity to reassure all of you that this office and the entire Regional Headquarters are trying to organize and administer the fiscal and work programs for the new fiscal year in a manner which will continue our policy of the highest degree of efficiency and the fairest possible treatment of all personnel.

"In the meantime, arrangements had been made for our food and sleeping - again, both the Air Force and Red Cross extended their facilities to us. The food was excellent and there was plenty of it. Our beds consisted of two GI cots and quilts.

"After closing down our operation for the night, we walked into the heavily damaged portion of Tehachapi (less than $\frac{1}{2}$ mile from the airport). That gave us our first opportunity to examine the damage visited on the town. The main street was literally down with the exception of two rather modern buildings, with some freakish occurrences that would have to be seen to be believed along with the tragedy that existed.

"After eating and looking around, we returned to the airport for some much needed rest - and that was our first mistake. We placed our bed adjacent to the metal hangar to avoid the wind as much as possible. Never sleep next to all metal buildings in earthquake country. The building shook, shuddered and banged all night long. That, on top of the fact that we noticed a decided tendency of our cots to roll from time to time, cut our sleep down to the minimum.

"With the dawn came the 'oinking' of pigs that had apparently escaped from their pens during the quake, to snap us out of our sleep. A quick GI breakfast, relocation of our equipment, and we were at it again.

"During the early hours, the activity was considerably lower than it had been the preceding evening, but, for some strange reason, about 0900PST, traffic again became rather intensive, and maintained a steady flow in and out until 1300 PST. After that time, a decided decrease in the number of aircraft became apparent, dribbling away almost altogether by 1500PST. Contact was made with local authorities, pointing out that the hazard to aircraft was almost negligible and that it was felt that we could discontinue further operation without undue hazard. A message was forwarded to Bakersfield via Highway Patrol radio. Mr. Meadows arrived by 1530 and we ceased operation by 1540.

"Summing up our figures, we discovered that we had handled 303 aircraft, or 606 operations, during the period of time that we were in operation, and it is estimated that 1800 people were carried in and out of Tehachapi by aircraft alone. The location of the landing field so near to the scene of disaster, and the immediate service provided the area by aircraft, proved the worth of the industry again. Had the highway damage been more extensive than it was, it is entirely possible that the only method of transportation would have been by air. And the airport and airplane combination could have provided all the essential services to maintain the community.

"Returning to Bakersfield, to this date, we are still experiencing some rather sharp jolts. They are probably amplified by the tower. We find ourselves looking at one another every time a shake occurs and wondering how long and how hard. And we feel good because we teamed up and did a good job for the community we live in.

(Signed) C. R. Boughton"

CAA BEECHCRAFT EVACUATES DAVID LEWIS OUT OF HANKSVILLE



Here's another story of Civil Aviation being used for air evacuation and the team work of local citizens and CAA personnel!

While working on a temporary VOR site at Hanksville, David Lewis, General Mechanic, received a rather severe back injury. Through the coordinated efforts of several people, Lewis was evacuated to Price, Utah, ninety miles away and was receiving medical treatment within one hour of the time of the injury.

CAA Beechcraft N-171, was on a routine field trip with Marshall Beeman, W. O. Johnson, Art Johnson and Bob Gunn aboard. Soon after landing at Hanksville, the group learned of Lewis' accident. Coordination immediately began with INSAC personnel making arrangements for an ambulance to meet N-171, with Lewis aboard, at Price. Hanksville has no landline and must rely entirely on radio telegraph transmission relayed through Bryce Canyon.

When the group arrived at Price, Buck Davis, Airport Manager, informed them that all necessary arrangements had been made and that the ambulance would be there in a few moments. The ambulance arrived in three minutes and Lewis was unloaded from the plane into the ambulance and off to the hospital. Dr. D. T. Madson was waiting at the hospital and immediately started treatment.

Lewis is back home at El Segundo now, convalescing from his injury.

SO YOU WANT TO BE PROMOTED?

Lives there a man with soul so dead

Who never to himself hath said,

"HOW COME THAT GUY GOT PROMOTED!?!"

This is a question dealt with, we believe, very effectively by one of our field employees in a letter and article printed below. These were unsolicited and appear exactly as written, except that certain portions of the cover letter have been deleted to respect the author's request for anonymity: (Incidentally, the poem above is also his)

"TO : Editor, Region Six News

FROM : Traffic Controller

SUBJECT: Contribution

"In the past few weeks, many verbal complaints relative failure to obtain promotion to advertised AOS controller vacancies have been circulating....

"This condition is common. It is not confined necessarily....to the present.

"Personally, I get a bit tired of such woe-is-me complaints, but I can fully understand the sincerity of the complainant in believing validity of his particular case. We can seldom find the courage to tell a man straight out that he is promotable on paper only.

"I thought that perhaps the Region News was a proper vehicle for smoothing some of the ruffled feelings and perhaps conveying a hint that self-pity is a poor substitute for application to the job.

"If you agree, and the Airways Operations Division agrees, the attached, or any portion of it may be used at your discretion.

"Unless required by editorial policy, I would prefer to skip by-line credit. No acknowledgment is expected. If you can't use it, discard it." - -

"SO YOU WANT TO BE PROMOTED?"

Lives there a man with soul so dead

Who never to himself hath said,

"How come that guy got promoted!?!"

"Men have mumbled that question to themselves since time began, in all languages, at all ages. And while there are usually doubts about the future, there is no doubt whatsoever that several centuries hence some space pilot will grumble to himself, his space wife, the space kiddies, and his old space pals, "How come that guy got the Saturn run while I'm still stuck on this Mars milk train?" (Continued on next page)

"Every promotion results in some disappointed candidates, each of whom deserved the advancement above all others - if you don't believe it, ask them. Nor is this situation confined to government career service. It exists everywhere in the world, in any profession, whenever two or more men compete for the same position.

"The average man tempers his optimism where only one vacancy is concerned, and his disappointment is mild and fleeting. But his nerves begin to get a little ragged as he misses out on a series of promotions, and the climax comes when a mass of vacancies arise and he still stays put. Seeing Tom promoted "over" you is bearable, but seeing Tom, Dick, Harry, Jim, John, Jack, Moe, Perry, Jerry, Mac and George pass you by en masse is undoubtedly discouraging.

"The really discouraging part of it is the arithmetic. If twelve promotional vacancies exist and forty men compete, simple arithmetic dictates that twelve men are going up in status and twenty-eight men must remain in grade. And some of the twenty-eight are invariably and inevitably going to be disappointed.

"This disappointment takes different forms. It's there but you can't see it in some men. Others sulk. Others fall into a performance decline. Others holler. Some do all three.

"No promotional system ever devised has provided a method of placing forty men in twelve positions. No promotional system ever devised has satisfied all candidates. The straight seniority method draws cries of "no incentive!" The straight ability appraisal method evinces complaints of "no reward for long service!" A combination method which attempts to combine an appraisal of performance, potential, past experience and education draws complaints from all sides - too numerous to detail, and anyway, you've heard them all.

"Over the last ten years, several promotional systems have been tried and discarded or amended. None of them is perfect or fool-proof, of course, because there is no sure-fire system that can guarantee that the best man got the promotion, and there will never be a system that convinces all of the unsuccessful candidates that the best man got the job. There are always numerous "best men".

"What's the solution - if any? Is there a solution?

"Change the system? To suit what faction? Shall the emphasis be placed on experience, seniority in grade, efficiency in the current job, potential in the desired job, or educational background? That's progressing -- in a circle. In the final analysis, promotional system depends upon the type of job. A job in which the skill factor is highly variable and advantageous should probably, in all justice, go to the man whom the selecting officials feel to be the most-skillful. A job involving simpler tasks should probably, in fairness, go to the senior candidate in terms of service. A job requiring executive ability and personnel supervision should probably go to the man with the best potential in those respects.

"Let's face it. There is only one real solution to the promotion problem, and that lies within the man himself. True enough, there are times when the wrong guy gets promoted and a bunch of right guys stay put. That's particularly true in so-called white-collar work, where it isn't easy to gauge results in terms of so many bricks laid, so many refrigerators sold, or so many feet of pipe trenched. (Continued on next page)

"But the selecting officials don't like to listen to gripes, either, and at least in the career service, none of them is trying to kick his brother-in-law upstairs - there's a rule against nepotism. Most promotional selections represent a sincere effort to place the right man in the right job, all factors considered.

"So it boils down to this. There may be no specific reason why you haven't been promoted. It's up to you to create a specific reason why you should be pro-moted. If it's skill they want, increase your skill to the point where they can't overlook it. If it's potential they want, increase your potential to the point where it can be recognized two miles away. There isn't a man among us who hasn't room for improvement. And there's only one guy apiece - count him - to actually do that im-
proving.

"Advice is cheap? That's for sure.

"Gripes are cheap, too!"

* * * * *

AVIATION WRITERS ASSOCIATION CONVENTION

The following summary of the highlights of the recent convention of the Aviation Writers Association was written, at our request, by Mr. Don Dwiggin of the Los Angeles Daily News, who was Chairman of the convention: - -

Two hundred fifty delegates to the Aviation Writers Association 1952 convention in Los Angeles July 9-12 were back at their jobs in 48 states, Canada and Cuba today with some new thinking about the Civil Aeronautics Administration.

The success of the convention had been assured by an attitude of complete cooperation and progressive action by Regional Administrator Joseph Marriott and his staff.

It paid off at one point with a smoothly-functioning helicopter airlift by Marine HRSL's from the Marine Corps Air Facility in Santa Ana to downtown Los Angeles to downtown Los Angeles, an operation conducted with a high safety factor because of CAA aid.

Military pilots were briefed on a specific flight route and approach pattern to an unused segment of the new Harbor Freeway, where a CAA Controller stood by to assist Marine ground crewmen directing the rotor aircraft in and out of the area at 2½-minute intervals.

The operation, rather than a "stunt", was designed to show the aviation writers the feasibility of utilizing helicopters for mass transportation of civilians into and out of a congested area.

The flight had the blessing of Adm. Robert W. Berry, head of the Civilian Defense Office in Los Angeles, as a demonstration of helicopter utilization in time of an emergency such as could be created by an enemy A-bomb attack.

It further demonstrated for the public the manner in which future heliports will be linked to major air terminals to move persons rapidly over short-haul distances. (Continued on next page)

This brought into focus the pioneer development work of helicopter utilization by Los Angeles Airways, the nation's first helicopter mail service.

Cooperation of the Los Angeles Police and Fire Departments in supplying emergency equipment and manpower aided the demonstration.

The role of the CAA was highlighted in other ways at the 1952 AWA convention, particularly in a bus tour of the Los Angeles International Airport's facilities.

At that time, AWA members got a close look at FIDO, the slope-line approach and high intensity lighting installations and GCA surveillance radar equipment which makes this one of the nation's safest airports.

* * * * *

INCIDENT REPORT

Los Angeles Tower

Shortly after United 702 departed Los Angeles on its scheduled flight to Chicago 2139 PST, a Mr. Larry Walsh entered the Control Tower and reported that he had been parked on the highway adjacent to the east ramp pad when United 702 was warming its engines prior to takeoff. He said he had seen two men climb the airport fence and walk directly beneath the fuselage of the DC-6 and climb into the nosewheel well. He added that he watched carefully, but they did not reappear prior to United 702's departure.

Upon receipt of this information, Tower personnel called the United ramp and asked if it was possible for two men to fit into the wheel-well when the nose-wheel was retracted. Ramp personnel said there was sufficient room, if one knew what he was doing. The Tower then called United 702 by radio, which, by this time, was about seven minutes away from Los Angeles and advised the pilot of the foregoing and requested him to change to Company frequency for further disposition regarding same.

United Airlines finally ordered United 702 to return to Los Angeles after two more eye-witness reports of the stowaways were received by United. The pilot advised his fuel exchange or dump valves were not operating properly and he would have to land over-grossed.

The Tower alerted the City emergency equipment to stand by for the landing and the Airport Superintendent of Operations, was requested to obtain a police car to meet the plane as it rolled to a stop. United 702 landed on runway 25L at 2222 PST, and was met by the Police and City officials at the north-south runway intersection. When the plane rolled to a stop, two young men dropped from the nose-wheel well and asked, "Where are we?". The Police took over at this point, handcuffing the two.

It was later learned that the two young men's names were LaRose and Wickman, residents of Greendale, Wisconsin. They had hitch-hiked to California and with only \$1.00 remaining between them, had decided that under the circumstances a "stowaway" ride on a Chicago bound airliner would be the best way to return home.



1. The number of aircraft used in fixed base operation has decreased from 25,000 in mid-1951 to 16,000 at the present time.
2. This month a helicopter mail service will be inaugurated in Cuba. Eventually a fleet of 15 - 20 helicopters will be acquired. It is planned that all first-class and second-class mail will be carried by air without surcharge.
3. Airports Preservation Incorporated is a new organization in Los Angeles that has been formed "to protect, promote and further the development of small airport facilities" in the Los Angeles area.
4. Vail Field, Los Angeles, one of the oldest airports in Southern California, has been closed to permit further expansion of the Central Manufacturing District.
5. The NACA recently confirmed a previous news report that the Navy's research plane, the "Skyrocket" carried 500 pounds of equipment capable of cooling a theater of 3,000 capacity.
6. Recently a commercial airliner carried 20,250,000 passengers from Reno to Phoenix. These passengers were ladybugs being shipped to Arizona for aphid control.
7. The present annual aviation payroll on the Ontario International Airport, Ontario, California, is \$4,500,000. Approximately 1350 people are employed directly in aviation. The old Cal-Aero Field near Ontario, now P.A.C., also employs 1300 with an annual payroll of \$4,000,000. Lockheed Service now being established at Ontario International Airport will employ approximately 4500 persons when the facilities are completed.
8. During World War II, the Air Force ATC operated a total of 3000 planes all over the world and the Navy's NATS operated 500 planes over 55,000 miles of routes. MATS (Military Air Transport Service) now operates 110,000 miles of air routes.

CAPITOL GLEANINGS

JOB CUTS:

Many Agencies will face job cuts for the Fiscal Year 1953. Apparently the heaviest losers will be the Control Agencies (OPS, WSB, NPA, etc); General Services Administration; and Veterans Administration (except medics). Most of the cuts by Congress were applied by hatchet work in certain areas such as travel, personal services, and transportation. The Jensen job-cutting-rider, as finally voted, was full of exceptions which, in effect, made the Rider practically meaningless. Exceptions in Commerce Department, for example, were the CAA, and "operational employees" of Public Roads, Coast and Geodetic Survey, Bureau of Standards, Weather Bureau, and CAB.

RETIREMENT LEGISLATION:

Some time ago, the CAA proposed liberalized retirement legislation to cover occupants of so-called "hazardous" positions. This proposal has not succeeded in its present form. A detailed study is being initiated for the purpose of determining the extent of this problem, together with possible solutions. The study will give special emphasis to positions which have rigid physical requirements, rather than being limited to the "hazardous" positions. The problem basically is what can be done about employees who can no longer meet the physical requirements of their jobs.

Congress voted the liberalized retirement bill which grants retirement and disability annuity increases to employees who retired on or before April 1, 1952. This increase will terminate on June 30, 1954 or on June 30th of any subsequent year if Congress fails to appropriate funds with which to pay the increase for the preceding year. Also, the increases terminate automatically whenever the Consumer's Price Index of the Bureau of Labor Statistics for three consecutive months is lower than the Index for April, 1948.

LEAVE:

The Independent Offices Appropriation Act, 1953, approved July 5, 1952, contained a leave rider which permits you to retain Annual Leave accumulated prior to January 1, 1952. However if you had 60 or more days accumulated prior to January 1, 1952, you must use all leave earned in the leave year by the close of the leave year which ends with the last pay period of the calendar year. Hereafter, you will be required to use leave by June 30th of the succeeding calendar year. NOTE: This rider does not apply to officers and employees whose post of duty is outside the continental United States.

THIS AND THAT:

The GOP platform pledges Government reorganization along strict lines of the Hoover Commission report The new Retirement liberalization law, approved just before Congress adjourned, contains language setting up a committee to study all Government sponsored retirement systems. This committee will also study the President's recommendation that Federal employees be brought under Social Security.

PERSONALITY OF THE MONTH

Harold T. Bean

Let's take a few glimpses at the trail carved by the suave District Airport Engineer of Utah - Harold T. Bean.

In his interesting career covering a quarter of a century, Hal had intermittently been an Electrical Engineer, stunt flyer, flight instructor, Fixed Base operator, and is now one of the top experts in the nation's airport program.

Electrical engineering came rather natural to him. During his early high school life, he acquired the "wireless bug" and beams when he mentions that he established the second wireless station in his home town of Alliance, Nebraska.

Aviation fitted right into the pattern. His first exposure was to play "nurse maid" to a Pusher plane that was on exhibition tours in the Mid-West. This exposure caught fire and Engineer Bean began taking flight instructions, with his solo flight being in an OX Jenny.

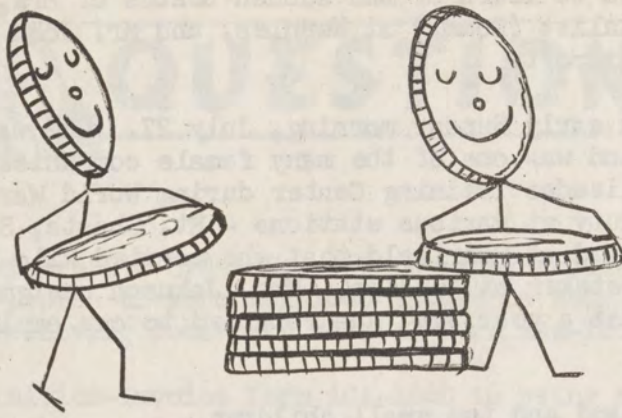
Bean entered employment in the government with the Air Mail Service. He was assigned to flight survey work in the development of night flying facilities.

Among his unusual happenings, he lists this one during the War as having a few anxious moments. While aboard a Navy PBY bound from Honolulu to Johnston Island, the pilot, a 300-hour Ensign, became lost. CAA's H marker had been commissioned three days before, though the pilot and radio operator knew nothing about it. As a result of frequency data which Bean had in his briefcase, it was possible to use the H facility, which saved the day. The Island was reached after much apprehension with only a few minutes of gasoline supply remaining. While they were at Johnston Island, it was shelled quite extensively by Japanese submarines.

Hal's employment in the Sixth Region has been intermittently as Assistant Airways District Manager and Airways District Manager at Oakland, Superintendent of Airways, Chief, ANF Planning and Control Staff, and finally as District Airport Engineer at Salt Lake City.

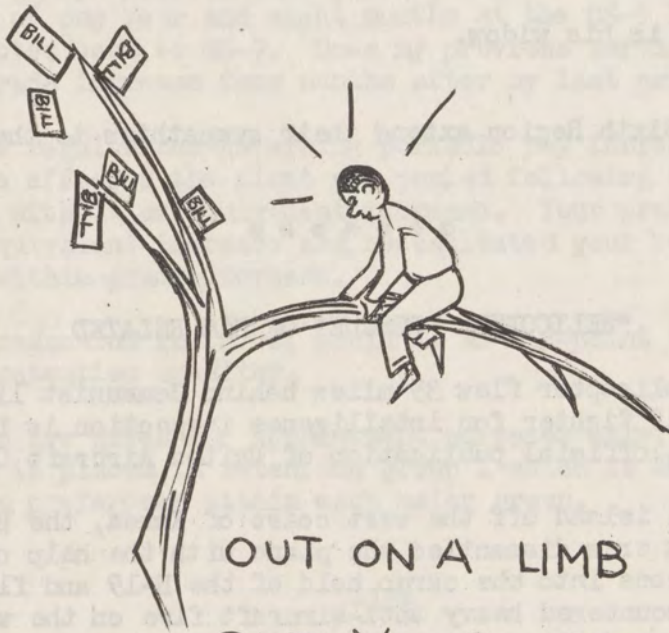
As for hobbies - Hal's is collecting historic "Aviation" material. Just can't seem to get away from it! Also manages to do some fishing and has a home workshop. He belongs to the Utah Society of Professional Engineers, American Road Builders Association (Airport Division), and Quiet Birdmen.

Grace Ila Glascock, formerly of Millersburg, Iowa, is the woman fortunate enough to have claimed the title, "Mrs. Bean," for twenty-seven years. A 22 year-old son is the only child. The younger Bean is a licensed pilot, and has all indications of following in the footsteps of his Dad.



PUT YOUR MONEY TO WORK---

JOIN THE CREDIT UNION.



OUT ON A LIMB ? ---
SEE YOUR CREDIT UNION

IN MEMORIAM

Employees of the Region were saddened to learn of the sudden deaths of Mrs. Vera M. Johnson, Airways Operations Specialist (Comm.) at Needles, and Mr. John A. Duncan, Caretaker at the Los Angeles Airport.

Mrs. Johnson died at home in Needles early Sunday morning, July 27. She was first employed in Region Six as Vera McFadden and was one of the many female communicators trained in this Region at the Pacific Palisades Training Center during World War II. After her training, she was assigned to duty at various stations - Mt. Shasta, Salt Lake City, Fairfield. It was while assigned at Fairfield that she married Milo Evans Johnson, who is presently employed as Caretaker at Needles. Mrs. Johnson resigned in 1948 to be a housewife and mother, and just a year ago, she returned to our employ at Needles.

Mrs. Johnson is survived by her husband and two small children.

Mr. John A. Duncan was killed Monday morning, July 28, while on duty at the Los Angeles Airport. It was reported that he was cleaning runway lights when he was struck by an airplane. A complete investigation is being made, but as yet the exact cause of the accident has not been determined.

Mr. Duncan served in World War I as a Private in the Infantry. He had since worked as a watchman, spot weld and machine operator, heating and drill press operator, and had done construction and maintenance work. In January of 1951, he was employed by CAA as Caretaker at the high intensity light lane at the Los Angeles Airport where he worked continuously until his death.

Mrs. Hattie R. Duncan is his widow.

All employees of the Sixth Region extend their sympathies to the bereaved families in their loss.

* * * * *

"HELICOPTER 'RESCUE' OF MiG RELATED

"How a Sikorsky H-19 helicopter flew 35 miles behind Communist lines in Korea and brought back a downed MiG-15 fighter for intelligence inspection is told in the current issue of the Bee-Hive, official publication of United Aircraft Corp.

"Operating from a small island off the west coast of Korea, the H-19 flew to the scene of the MiG and a work crew dismantled the plane with the help of hand grenades. It was then loaded in sections into the cargo hold of the H-19 and flown back to base successfully. The H-19 encountered heavy anti-aircraft fire on the way back and received a hit in a rotor blade, but made it anyway. The helicopter grossed over 8,000 pounds with the MiG loaded in it, more than 1,000 pounds overweight."

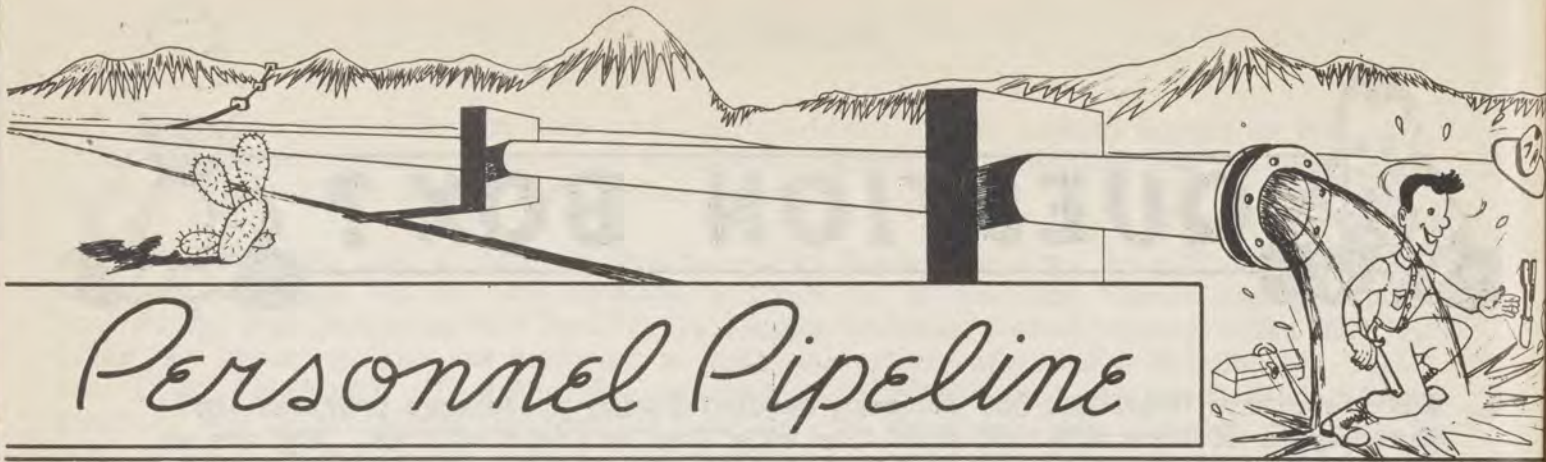
American Aviation Daily
July 24, 1952



QUESTION BOX?



- Q. Administrative Order No. 360 covering requisitioning procedures provides that five copies of Form ACA-1660 should be submitted by field offices. Why are we now receiving four-part sets of Form ACA-1660?
- A. Requisition-Invoice Form ACA-1660 is being revised by the Washington Office. Until the new form is available, it will be necessary to use existing stocks which are all four part sets. Field Offices should add a tissue sheet or an extra copy of the form from another set to provide the five copies required.
- Q. May annual leave be substituted for leave without pay which occurred during the ninety-day qualifying period upon the crediting of such annual leave at the end of the ninety-day period?
- A. No. The substitution of annual leave for leave without pay would have the effect of suspending the provision of the leave act which prohibits the granting or use of annual leave during the ninety-day qualifying period.
- Q. I was a GS-9 from July, 1949 to March, 1951, when I took a demotion to GS-8. I served a total of one year and eight months at the GS-9 level. In September, 1951, I was promoted back to GS-9. Does my previous service as a GS-9 entitle me to a within-grade increase four months after my last promotion?
- A. No. Civil Service regulations governing periodic pay increases provide that pay increases will be effected the first pay period following the completion of 52 weeks of service without an equivalent increase. Your promotion back to GS-9 constituted an equivalent increase and necessitated your beginning a new waiting period toward a within-grade increase.
- Q. In the event of reduction in force, would I, as a 5-point veteran, be given five additional retention credits?
- A. No. These points are given for appointment purposes only. Any employee with military service is placed in retention group 1 which is the group with the highest retention preference within each major group.



Personnel Pipeline

CIVIL SERVICE COMMISSION INSPECTION:

Two members of the Inspection Staff of the Civil Service Commission, Miss Ellen Wilson and Mrs. Myrtle Brick, inspected the personnel operations of the Region during the week of July 21. The purpose of these inspections is to determine whether federal agencies effectively utilize the authorities which have been granted by the Civil Service Commission. In addition, this year the inspection team devoted some time in evaluating what the Region has done in conserving and utilizing manpower as provided by the President's Manpower Conservation Program.

PERSONNEL ADJUSTMENTS:

Because of the funds situation, a small reduction-in-force has become necessary, affecting employees in Business Administration and Airports. With the exception of four or five cases, we have been able to transfer employees into vacancies in the other operating programs.

As a result of recent changes, the promotion restrictions of the Whitten Amendment have now been liberalized. To meet the time in grade requirements, service is no longer limited to the period immediately preceding the proposed promotion. All prior federal civilian service at the appropriate or higher grade may now be counted.

The new revised Whitten Amendment also provides that: (1) Permanent promotions may now be made under certain circumstances, and (2) The Civil Service Commission may, upon the request of the head of the agency, authorize promotions in individual cases of a meritorious nature so as to avoid undue hardship or inequity. In implementing the above two provisions, the Washington Office has advised us that a uniform agency policy is being developed.

Certain time delays have been encountered in making promotions of Airways Operations personnel who have been selected for advancement under the AMIS program. It is still necessary that we obtain prior clearance from the Regional Office of the Civil Service Commission in making two-grade jumps. We hope eventually to streamline this, but as yet there is no "fix" with the Commission authorizing us to take such action.

Field supervisors will be interested to learn of a new series of supervisory pamphlets now being issued by the CAA Training Division in Washington. The Regional Office has now received the first two units and will effect the distribution immediately. The material is presented in a readable and interesting manner and is sprinkled with comical cartoons throughout. As in the case of the Supervisor's Notebook, it is suggested that facilities chiefs maintain these pamphlets for easy access to all station personnel.

DIVISION HIGHLIGHTS

Airways Operations Division:

Representatives of the Regional Office, together with the Air Defense Liaison Officer and Los Angeles Center personnel, conferred with Air Force representatives regarding establishment of AMIS in the Los Angeles Center. A tentative date was set for establishment of the service. A similar arrangement was made for the Oakland Center as the result of a meeting at Hamilton Air Force Base. A tentative date was also set for establishment in the Oakland area.

A test run was made to determine effectiveness of procedures for control of electromagnetic radiations. CAA and Air Defense representatives held a meeting following the tests to evaluate the results.

Messrs. Munds and Roach of the Los Angeles ARTC participated with Aviation Safety Agents in Bonanza Air Lines' proving runs between Phoenix and Los Angeles, July 10-11.

Chief Communicator Raymond Talbot of the Tucson station will be detailed to the International Region Office, Washington, D. C., for a period from 30 to 60 days beginning August 1. The International Region will use his services in a project to screen and evaluate reports received from foreign missions.

Mr. Eric Larson of the Oakland ARTC will be detailed to Washington for two weeks beginning July 29. He and representatives from all other continental regions will assist the Washington Office in development of air traffic control procedures.

Messrs. Houseman and Zentmeyer of the Oakland tower and Mr. Stone of the San Francisco Tower reported July 21 for radar training at the Los Angeles tower.

Arrangements were made at the request of the Oklahoma City Aeronautical Center to train three of its ATC instructors in radar procedures at the Los Angeles tower.

Technical representatives of Mexico and the United States met last February and March and agreed upon procedures to simplify cross border flight procedures. This agreement was formally ratified by the Mexican and U. S. State Departments July 14. An early announcement regarding the effective date of the new procedures is anticipated.

We are happy to report that Bob Clarke and Dan Cordano have been able to return to duty at the San Francisco Oceanic Station.

The Program Requirements Branch is revising the annual program to conform with budgetary advices received last week from Washington.

Facilities Division:

VOR Ranges:

Hanksville, Utah

Bids taken for dismantling of Liebre Mountain VOR and construction of new VOR facility near Hanksville. Award of construction withheld until funds are allotted.

(Continued on next page)

Elko, Nevada	Tested with portable equipment and site found satisfactory. Proposal issued for grading mountain top site and installation of facility including dismantling of Hanksville VAR.
Camarillo, California	Still awaiting concurrence of USAF on joint use of middle marker site.
Bryce Canyon, Utah	Proposal issued for construction of access road and grading of mountain top site prior to testing. Crew is moving to Bryce Canyon to test site when grading is completed.
Lucin, Utah	Retested with portable equipment and site found satisfactory.
Salinas, California	Temporary electronic equipment installation has been made with one transmitter. A preliminary test flight on July 23 and 24 indicates that an acceptable range may be obtained at the VAR site on a thirty-foot tower.
Sacramento, California	Improve VHF range. VOR modernization has been completed.
Thermal, California	Reconstruction of the counterpoise has been completed. A new DME antenna will be installed and the range returned to service before the end of the month.

Instrument Landing Systems:

Arcata, California	Null Reference Glide Slope survey is in progress. Initial flight checks proved unsatisfactory. Second site has been selected and equipment is being moved.
Burbank, California	Bids were received by the Procurement Branch and recommendation of award for installation of the Glide Slope facility at Lockheed Air Terminal was made to the low bidder, John L. Meek, in the amount of \$5,412.
Sacramento, California	Installation of the new TUS Glide Slope equipment has been completed and satisfactorily flight checked.
Long Beach, California	Modernization of the localizer has been completed.

Radar:

Oakland, California PAR	Plans and specifications were completed and forwarded to the Procurement Branch and opening of bids is scheduled for August 5, 1952.
Los Angeles, California	Plans have been completed for the installation of four each additional ASR corner reflectors to be used by the operators for a more accurate determination of the center-lines of the runways.

General:

Marysville, California INSAC - Latest information indicates that the new INSAC quarters will be completed and ready for installation starting September 1.

Plans for the Sacramento, Calif. combined Tower/Station have been revised to add a fourth position in the control cab.

Plans for combined Phoenix, Arizona Tower/Station are in progress.

Plans for combining Fresno, California Tower and Station are in progress.

Three RT-159/URC-4 units (VHF/UHF walkie-talkies) have been procured for evaluation of electronic equipment site surveys, flight checks, etc.

Plans have been completed for the shared use of 255.4 mc at the Tucson, Arizona Tower and INSAC.

Burbank, Calif. HIAL - Construction and installation of this facility will be completed before the end of this month.

① Van Nuys, California Tower - 9.4 KVA engine generator has been installed.

Oakland, California - Installation of UHF/AG at Tower has been completed.

Remote-Receiver Transmitter installation at Ukiah, California will be completed by July 25th dependent on Telco correction of installation error.

The Division reply to the Washington FATAC questionnaire was prepared and forwarded. Generally, our position supports the stand for an unbroken promotional ladder in the non-professional series for all positions from bottom to top in the maintenance organization.

The installation of DME for evaluation purposes has been assigned at the Long Beach, Ontario and Los Angeles VORs. Due to the latter VOR installation being indefinite, we have requested advice as to the possibility of making the Los Angeles installation on the ILS.

Aviation Safety Division:

Slick Airways has sold its prototype DC-6A to Transocean Air Lines who is converting it to a passenger-carrying airplane.

Airline Transport Carriers has leased a rebuilt Lockheed 49 (TWA aircraft which crashed in Ireland) and is starting operations to Honolulu.

Western Air Lines has initiated training of flight engineers on its C-54 aircraft in anticipation of delivery of its Douglas DC-6B's. The delivery of DC-6B's will not begin for another two months.

Due to delay in delivery from the factory, United Air Lines has postponed passenger service in Convair C-340. Service will commence approximately the middle of October.

(Continued on next page)

The Aircraft Engineering Division of Aviation Safety held a conference in Region Six during the week of July 7. Mr. Haldeman, Chief of Aircraft Engineering Division in Washington, Washington Branch Chiefs and Regional Aircraft Engineering Branch Chiefs participated. Also in attendance were Mr. Hensley, Director, Office of Aviation Safety, Washington, Mr. Klikoff, Chief, Aviation Safety Division in Region Six and Mr. D. L. Baker of Safety Operations Branch, Oklahoma City. After the conference, the Chiefs visited aircraft manufacturing facilities in this Region and attended the NACA Ames Aeronautical Laboratory inspection at Moffett Field.

Mr. P. S. Langford of the Australian Department of Civil Aviation visited Region Six and personnel of Aircraft Engineering Branch arranged visits to the aircraft manufacturers in this area.

Baumann Aircraft Corporation has completed the first prototype of its Model B-290 and has flown the airplane approximately four hours. In its first flight, a loose nut was shaken out of one engine nacelle, and the propeller projected it through the fuselage and into the other propeller. No serious damage was done and the airplane is in flying condition.

The Jack Riley Aircraft Manufacturing Company of Fort Lauderdale, Florida, and Longview, Texas, was awarded the rights to produce twin-Navion conversions by the Dauby Equipment Company. Mr. W. H. Trammell, Engineering Service Representative from Region Two, visited our Aircraft Engineering Branch and the Dauby Equipment Company in order to familiarize himself with the engineering modifications being done on this airplane.

Tests were conducted for approval of the use of 80/87 octane fuel in Los Angeles Airways' Sikorsky S-55 helicopter. The original flight tests were conducted by Sikorsky for use with 91/96 octane fuel; however, the Los Angeles Airways desired to use the lower octane fuel to standardize its operation, since its earlier S-51 helicopters were approved for 80/87 fuel, which is presently stocked at its operating bases.

Workload in most areas of activity handled by the General Safety Branch indicates that about the same volume is being handled this year as last year. Issuance of identification cards has increased during the past two months which indicates that many airmen are resuming activities.

The arrangements for activating a new Aviation Safety District Office (General) at San Fernando Valley Airport, Van Nuys, have not yet been completed. We expect to activate this office sometime between the first and fifteenth of August. The address of the office will be 7550 Hayvenhurst Avenue, Van Nuys, in the same building as the Airport Management, about midpoint on the west side of the airport.

Airman Agent Hornsby has completed his assignment with the Marines at the front lines in Korea. He returned to the Long Beach ASDO effective July 7.

We are informed by the Washington Office that the first Repair Station to be certificated under new CAR Part 52 is in this Region. The Station is the Aviation Power Supply Company, Inc., Glendale, California. The Washington letter, including commendation, indicated the file to be very complete and well prepared.

Airports Division:

During the week of July 21, a conference was held in the Regional Office at which time the Chief, Deputy Chief, and Branch Chiefs of the Division met with the District Airport Engineers and other key personnel. The principal subjects discussed were as follows:

1. Recommendations of the Washington conference of Airports Division Chiefs June 16-20, and actions to be taken in the Region to implement those of the recommendations which can be carried out without amendments of policy from the Washington Office;
2. Reduction-in-force in Airports Division occasioned by budgetary limitations;
3. Revision in work procedures to permit continuation of major functions with reduced complement;
4. Workload studies and recording of time spent on various tasks, particularly specific assignments made by the Washington Office and not included in basic manpower budget;
5. Discussion of proposed standards and criteria for preparation of the National Airport Plan;

A number of miscellaneous items relating to operational problems were discussed and agreement reached as to solution.

The Regional Administrator addressed the DAE's Conference on July 23, 1952 and proffered his assistance to work out the problems which have arisen with the reduction in complement.

As of June 30, there remain 82 projects in the 1947-52 Program and 20 new projects to be completed during the 1953 Fiscal Year.

First-stage construction of the new N/S Instrument Runway at the Salt Lake City Municipal Airport was started June 30 and work is progressing on schedule.

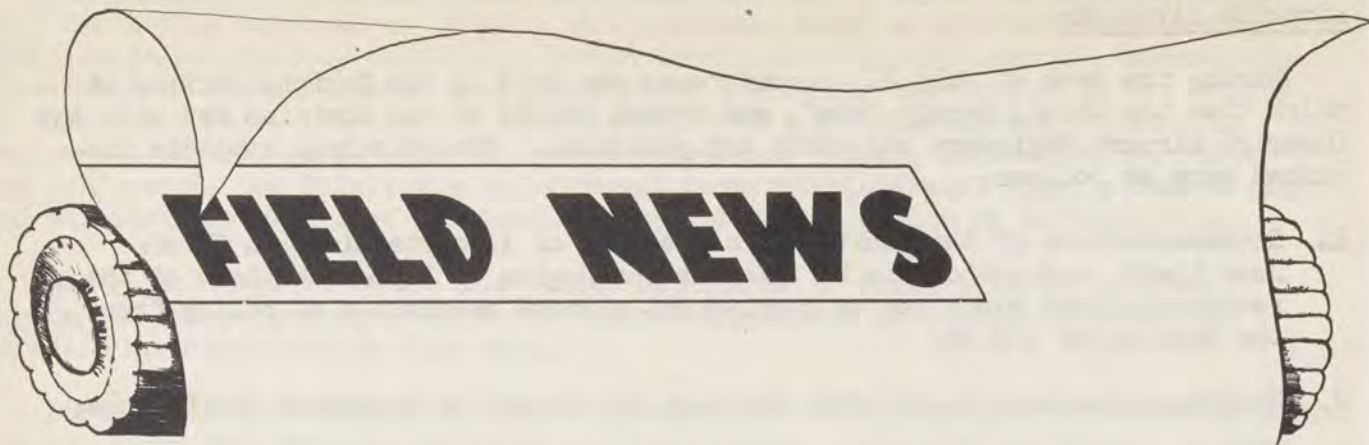
Construction work at the Los Angeles International Airport has advanced during this period so as to permit the opening for use of the parallel E/W Runways to a full length of 8500 feet.

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"DOUGLAS MODIFYING COMPANY'S SUPER DC-3

Douglas Aircraft Co. is converting its company Super DC-3 for long-range operation at its new Ontario, California, modification base. The modification will enable the ship to be flown non-stop from Santa Monica to New York."

American Aviation Daily
July 23, 1952



LOS ANGELES, CALIFORNIA:

Tower:

We here at Los Angeles Tower have arrived at the startling conclusion that control tower operators are not the only ones who talk too much, talk too fast, and say too little. This little story will illustrate my point.

A few weeks ago, during a heavy VFR Traffic session (natch), a voice suddenly broke through on 3105 kcs. and started a graphic and minutely detailed explanation of every visible landmark from Catalina north to Hollywood and east to Cucamonga, Azusa and Etiwanda! It seems that a private pilot had just installed a new radio, complete with interphone and loaded with power, and he was demonstrating it to a friend. What the pilot did not realize, however, was that his selector switch was in the transmit position and all of his conversation was beating upon our ears, blocking other calls and becoming a general nuisance.

The tower tried vainly to contact the pilot between calls to other aircraft and the terrible thought waves the controller was also sending along gratis must have broken through because there was a sudden quiet as the pilot noted the position of the transmitter selector switch! Imagine his embarrassment as he tuned his receiver and heard, "Aircraft on 3105, this is Los Angeles Tower. Do you hear me now? The pilot must have gathered his courage as he replied, "Los Angeles Tower, this is the aircraft on 3105. I'm sorry if I caused any trouble. The radio is new and I thought I was on interphone. I admit I was confused."

The tower controller, ordinarily a paragon of patience and tact (as all tower controllers are), was a bit vexed and he replied testily, "I'll say you were confused! You've been blocking the air for thirty minutes. What is the pilot's name, address and the aircraft identification?" There was a long pause while the pilot let the full impact of this request sink in, then he answered the tower quietly, but firmly, "Sorry, tower, I'm not that confused!" And he flew merrily and silently on his way!

Even without the traffic on 3105, the traffic at Los Angeles is always interesting. We control daily the greatest contrast in aircraft in general usage. The fastest is the North American Sabre jet, which is produced on our airport and test flown here. The slowest is the Sikorsky Helicopter, 0-80 mph, which operates a scheduled mail service. (Continued on next page)

Sandwiched between are all types of air carriers, which make Los Angeles the fourth largest air terminal in the United States in Air Carrier traffic volume. Douglas produces and tests F3D jets and AD type. It's never dull here!

In line with the defense program, we have helped train forty AAC officers in tower procedures since June 1951. Those boys really took us seriously. "Yes sir this" and "Yes sir that" every time we spoke to them officially. We're beginning to feel like nothing less than bird colonels around Lieutenants and Captains. "Hit that brace, Soldier!"

We're a little disappointed in the amount of fan mail we received as a result of our recent TV show. We got one letter! The program was "In Our Times", 2130 to 2215 on July 10, and Chief Lemmer explained each position of operation as the camera scanned it. Radar was explained with visual aids and then an actual Radar Approach was televised and explained to the television audience. In spite of the lack of fan mail, the tower wives said it was a very good and entertaining program. What better source of honest criticism could a controller have?

SOCAL:

Life in the Airport District Office is never dull. In addition to the prescribed duties of administering the Federal Airport Act, handling surplus property, and the many other routine functions of the office, special and varied problems are encountered.

During the first six months of 1952, over 200 people visited the SOCAL District Office. These visitors included city and county officials, consulting architects and engineers, airport managers and operators, local interested citizens, and even celebrated movie stars occasionally visit the office which, incidentally, turns the secretarial staff into an uproar throughout the entire building. These people visited the office to obtain information on airports, either in connection with active community projects, or for additional information on management, etc., or in the design of various airport runways, buildings, lighting installations, etc. The operators and managers are usually seeking information regarding management techniques and procedures, as well as ideas for increased revenue at their airport. Occasionally some one will visit the office who is generally adverse to all aviation progress. Only recently, a local citizen visited us demanding that we prohibit construction of an airport in our district which was to be located approximately two or three miles from his home. It was pointed out through the use of maps and traffic patterns that the airplanes would not pass within two miles of his home, unless it were a rare exception. The gentleman, however, was very set against the construction of the airport, and when he was advised that we were unable to prohibit the construction of the airport, he was very disturbed by the fact and left the office in a "huff".

Some of our most difficult problems in connection with the managers and operators are those connected with the large military airports which were turned over to local cities and counties after the war. Many of these fields have large numbers of temporary type buildings located on them, and actually the airport itself is in excess to the immediate needs of the community. Many of the managers have endeavored to obtain and develop new uses for these buildings in order to gain non-aviation revenue for the airport. Most of these uses have required waivers, and we have been called upon to judge whether the use of these excess buildings would adversely affect the aeronautical activities on the airport. Some of the varied activities which have

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been established on airports by enterprising managers and operators include chicken raising, a worm factory, a prefabricated housing factory, and a casket factory. Perhaps the most widespread of these non-aviation revenue sources is the raising of chickens. A chicken raiser leased several old barracks buildings on one field in the San Diego area and raised chicken fryers at the rate of 10,000 every six weeks. Not only did this endeavor prove profitable, but the businessman also established a medium whereby he sold the fertilizer to commercial farms in the area. This proved to be a valuable by-product for the farmers in the community.

The establishment of a worm factory on the Del Mar Airport was the development of a novel idea. The man in charge raises earth worms, packages them, and ships them to all points of the world where they are used by fishermen, horticulturists, etc. Anyone desiring to improve the soil in his own back yard can also purchase the worms.

Another interesting side light of airport activities consists of utilizing some of the large landing mats which were used for flight training activities in Kern County during the war and which were in excess to civilian needs. In the past few years, there has been a surplus of second and third grade potatoes produced in the area. The farmers have discovered that if the potatoes were dried and mashed, and mixed with grain and hay which is fed to cattle, a beautiful coat on the livestock is produced. This is especially desirable when the livestock is to be shipped to market for slaughter. Potatoes from 6" to 1' in depth cover the entire landing mat (approximately 3,000 ft. square), except for the portion which is kept open for airplanes. The potatoes are spread on the mat, rolled with a roller and left to dry. Over a period of several weeks, they dry to almost a powder, at which time it is placed in bags and sold to various farmers throughout the area.

With the many special and varied problems encountered, life in the Airport District Office is never dull. It may follow a routine pattern for a short while, but then some new problem will arise and an exciting cycle is again started.

In guarding \$100,000,000 worth of surplus airports and equipment that the Government has turned over to cities and counties in SOCAL, we never know what unusual type of revenue producing operation we may have to review, to determine if it can be conducted without interference with present or future civil or military usage of the surplus airport. As these airports get older, more and more maintenance expenditures are required. With only a limited income from aviation, the airport management is constantly exploring new non-aviation sources of revenue in an attempt to keep in the black. Unfortunately, most City Councils and County Boards of Supervisors do not realize the intangible benefits the whole community receives from aviation, and are very reluctant to spend tax money on the construction or operation of the airport.

Perhaps the most striking example of an airport's use and benefit to the city is that of the airport located at Tehachapi. Normally there are only three to five based airplanes at the airport, and the airport has no permanent operator. After the recent earthquake, however, this airport was the only physical contact the City had with the rest of the world; railroad traffic was stopped, and the highway was closed for half a day and then opened for only limited usage for the rest of the time. During the two days following the earthquake, 607 airplanes used the airport bringing in over 1800 people, including doctors, nurses, rescue personnel, relief workers, etc. In addition, large quantities of emergency supplies were flown to the stricken area.

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It is seldom that we receive such convincing proof of the importance of the airport to the community. We know, however, that there are many less striking ways of showing the airport's value to the community, and would appreciate receiving any other information that comes to the attention of field stations.

GILA BEND, ARIZONA:

Hmnn! That the Region VI News should leave itself so vulnerable as to ask a member of TX-1 to contribute a Field Article!

We know you don't know what TX-1 is. That's exactly what we are beefing about. We members of that class hoped to see mention made within the covers of this, our periodical, that one Robin Boughn, Charlie Tate, Pat Willhoite, and Ralph Vroman, were absent from the Sixth Region attending an ATC evaluation training class in Oklahoma City, But - no mention!

TX-1 was the first class to certificate in Air Route Traffic Control, Airport Traffic Control and Communications at CAA's Oklahoma City Aeronautical Center. We were visited by, stared at by, photographed by, and informed by persons, including Messrs. Tippetts and Burton and our own Messrs. Garrison and Hall, while in training. As they laid our carcasses upon the dissecting table and sliced here and there, they assured us we were not "guinea pigs", but we can't think of a more descriptive term at the present.

The training we received was excellent and, if our evaluations carry any weight, some day you, too, will be "Oklahoma City Approach Control" or "Fort Worth Control, D1" and wondering how to coordinate this flight from one sector to another when all the interphone circuits are flashing, two aircraft have gobbled up their longitudinal separation, and the simulated controller on sector D2 has that same blank look upon his face that you have.

We believe TX-1 left its imprint on the Training Center. This manifested itself by a little more silver streaking the instructor's hair, a sort of trembling as they lifted a match to a cigarette in what had formerly been a steady hand and a sort of quavering of the voice that marks the approach to old age - and who wants to be old at 33?

We went, we saw, we tried to conquer ANC PEAT, CAR60, strips, coordination, strips, approach control, strips (blue and buff - Center and Approach Control - which goes where?) and returned.

We could tell a lot more, such as how Hank Bray, "The Century Kid" from Boise, Idaho, overtrained and didn't make a hundred on an exam -

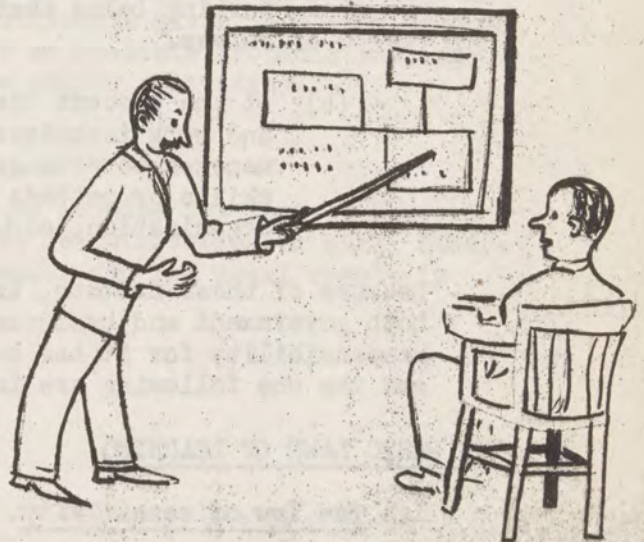
We strolled back in the station with a big smile creasing our faces knowing that our facility personnel, at least, had missed us - only to be greeted with, "Where ya been the last coupla days, area familiarization trip?" You can't win. We filed our many certificates under the SEMT's tool box and picked up our checking pen only to find that the whole blooming operations set-up had been revised and now we can't even communicate, yet alone control, traffic. Oh, well! As the French say, "C'est la guerre" and as Father Willhoite says, "Savoir Faire."

SUPERVISOR'S NOTEBOOK

CHAPTER V



THE SUPERVISOR AS AN INSTRUCTOR - THE BASES OF HUMAN LEARNING



THE NEED FOR EMPLOYEE TRAINING

In the "good old days", when organizations were small, turnover and work load low, and routine work remained unchanged over long periods of time, the need for employee training was probably not as great as it is today. Personnel could pick up training as they went along - they were expected to "get it on their own" if they were "worth their salt" and learn "the hard way" - by trial and error.

That type of supervisory philosophy, however, just won't work today. Why? Let's consider the more important reasons:

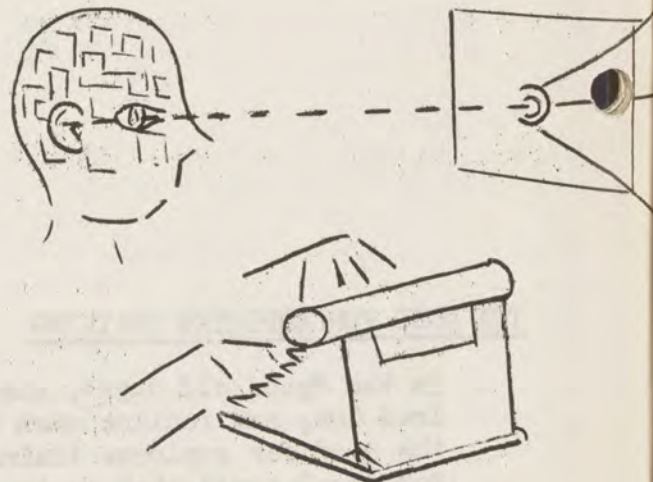
- (1) Government and business organizations have grown too large and complex to enable newcomers to get an accurate picture of operations "on their own".
- (2) There is now a constant influx of new employees and their instruction has become a major and continuous supervisor responsibility.
- (3) The work loads of both private and public organizations have risen to the point where it is too wasteful to have personnel working below their capabilities while they are training themselves.
- (4) At the present time, there are few organizations whose work and work techniques never change. In most, top management manages to "change things around" quite frequently, and the new skills or methods must then be "put across" to the entire organization, old as well as new.

Because of these factors, training is today a vital and continuous part of both government and business activity. Generally, and logically, the responsibility for it has been placed on the supervisor. This chapter and the one following are intended to aid him in meeting this responsibility.

THE BASIC LAWS OF LEARNING

1. The law of sensitivity.

Human beings learn through the use of their five senses - seeing, hearing, feeling, smelling and tasting. As more senses are brought to bear on it, learning has a tendency to "stick better". Tests show that persons absorb and retain material which they hear and see much better than that which they either hear or see. The instructor's job of "getting things across" is therefore made easier if he introduces them through as many as possible of the trainee's senses.



2. The law of readiness.



The more fully a person is able to "pay attention" to the instruction he is receiving, the better he will absorb it. In part, this is a mental problem of creating interest which we shall discuss later. However, it is a physical one as well. The instructor should make certain that the trainee is in a good position for attentive listening, and that the instruction is given in a spot removed as far as possible from distracting noises and/or activities.

3. The law of interest.

No matter how ready the trainee is to receive the instruction, it "won't make much of a dent" unless it is interesting to him. Otherwise, his attention is likely to wander and the usual result is "in one ear and out the other."



The WHY, WHAT, WHO, WHEN, WHERE, and HOW approach originally outlined in Chapter II is again quite useful in this regard. The instructor's aim should be the presentation of a meaningful overall picture in addition to the teaching of actual job details. Usually, the trainee will not appreciate the significance of these by himself and will lose interest in the presentation and in his work.

The major aspects to be covered in any "overall job picture" are the relation of the job to others in the working group and to CAA's program, the reasons for the particular procedures followed, and the personal benefits that the individual can expect to receive from his training. Human beings learn best when they are given reasons for doing so.

What the instructor says is therefore highly important in creating and maintaining trainee interest. However, how he says it is equally vital. The good instructor avoids a monotonous tone of voice and long, involved explanations. Rather, the best approach is "short and sweet" - friendly, conversational, simplified and open for questions at any time.

4. The law of association.



In trying to "get things across" to the trainee, it is important for the instructor to realize that people learn best when they can "tie the new material in" to what they already know. The instructor's job will be easier if he is familiar with the trainee's background

and experience and then uses this knowledge to get across his points through meaningful illustrations. The wider the instructor's range of experience and the longer his practice, the more proficient will he be in this technique. Properly used, association is one of the most rewarding teaching techniques - not only does it aid trainees to see the basic principles involved in the material, but it also is one of the best ways of obtaining and maintaining their interest.

5. The law of repetition



It is seldom that people apply new skills efficiently "right off the bat." Generally, improvement comes with practice. The supervisor-instructor should not expect near perfection immediately. He should plan sufficient practice for his trainees to develop job competence.

However, the supervisor's role during this "practice period" is not only one of "watch and wait", but also that of offering encouragement and correcting mistakes. This requires considerable tact. People generally are disappointed with their first attempts and tend to feel discouraged and useless. The supervisor must get them to "snap out of it" before they give up and lose their interest in the work. The best possible remedy is generous encouragement even in the face of poor performance. Building the person's self-confidence is the most important immediate problem.

It is also important, of course, to correct mistakes. However, the approach should aim at positive improvement, not merely blame. It is better both from the standpoint of supervisor-trainee relations and in terms of the person's self-respect to concentrate on how to do it right, rather than stressing what was done wrong. Whenever possible, some encouragement should be mixed with the correction.

THE KEY TO THE LEARNING PROCESS

The key to the learning process really lies in the instructor's attitude. If it is one of enthusiasm, patience, confidence and friendliness toward the trainee, he will be stimulated to do his best. If it is superior, impatient or antagonistic, the result is likely to be the reverse. **GOOD INSTRUCTION DEPENDS NOT ONLY ON WHAT THE INSTRUCTOR DOES, BUT ALSO ON HOW HE DOES IT!**



THE PRINCIPLES OF RETENTION

1. FREQUENCY - we remember best what we have done most often.
2. RECENCY - we remember best what we have done, seen, or heard a short time ago.
3. INTENSITY - we remember best what we have spent the most effort on, and/or what has been stressed to us by others as most important.

In terms of the supervisor-instructor's job, these psychological rules are very useful. He will "get things across" best if he

1. Stresses the highlights (INTENSITY).
2. Arranges for practice soon after the first explanation (RECENCY).
3. Schedules a considerable amount of practice (FREQUENCY).



PROVOCATIVE STATEMENTS

1. The best way to instruct is to tell a person how to do a thing.
2. On a matter of minor importance you need have no preparation.
3. Training should be as informal as possible.
4. Profane language helps get the point across.
5. Make your training session as lively as possible.

(ANSWERS TO PROVOCATIVE STATEMENTS)

1. False. Telling a person how to do a thing is only a part of the training. An instructor should utilize as many of the five senses as the topic allows.
2. False. On any type of training the instructor should make advanced preparation. On minor subjects the preparation may not be elaborate. However, some preparation must be made in every training session.
3. True. We all learn much better when we are relaxed. The instructor should strive to get the learners to relax and to set up an informal atmosphere.
4. Nothing could be more False. It is entirely unnecessary and often times leaves a very poor impression of the instructor.
5. True. Nothing is as dull as a monotonous training session. Give your training session zip and life.

SN-42

Additional copies of this and other chapters of the Supervisor's Notebook may be obtained from Miss Smith, 6-599.1.