



A MONTHLY NEWSLETTER OF SIGNIFICANT REGIONAL AND WASHINGTON ACTIVITIES

CIVIL AERONAUTICS ADMINISTRATION, LOS ANGELES, CALIFORNIA

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OUT OF THE DARKNESS

by

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Airport Engineer

There was a time, not so long ago, when good people ended their active day shortly after sundown. Evenings were long and oil lamps not too good for reading. Standard equipment for an after-dark excursion, alone, was a lantern.

Then came a man named Edison, followed by a few other very bright youngsters and later by the Bureau of Reclamation and its amazing dams with generation of enormous quantities of electricity as a side line.

The result? The habits of a world have been changed and man's daily activities end only when he drops from exhaustion or has sense enough to go to bed.

Highway vehicles which once carried oil lamps now have lights that illuminate the road ahead to a brightness that would eclipse the old lantern.

During this period, the airplane was invented and its use followed the normal course of progress until it, too, became an instrument of night transportation. Its intrusion into the realms of the owl, however, were rather abrupt, or forced, you might say. Some crazy souls tried it, but found that if they had any intention of continuing their sojourn on earth, it was highly desirable that they actually see where they were endeavoring to land the unfettered craft for which they furnished the brain.

Transcontinental conveyors of mail first did something about it. Burning straw stacks were the first source of light for an airport. You might call this floodlighting, since the entire area around the blaze was illuminated. The airport might be north, east, south or west of the fire, and the pilot had to know beforehand where to land.

This was followed by smaller, but more, light sources, such as acetylene lanterns, oil flares, battery lights, etc., arranged to actually outline the portion of good earth which seemed most usable for safe landings. These were only a few candlepower each, probably 4 or 5, but arranged to tell the pilot a true story. Pilots soon learned that they told not only where safe ground was located but gave the center line of a runway, the attitude of the ship, and by judging the angle of approach, the height above ground and when to expect the jar of contact of wheels and earth.

All this did not take care of the operations of old Jupiter Pluvius, and though the night might be bright and clear, mud on the lighted airport strongly discouraged attempts to land. This could be cured by gravel, which the highway constructors had already found to be very valuable in keeping the roads open. But the cost limited its application to strips resembling short roads and then only on the busier airports where such costs could be justified.

So again the pilot had to be told where these so-called stabilized runways were, and the lights were moved in from the boundaries to form outlines of the strip. Electricity with its multitude of advantages was available and first attempts to use it were directed toward floodlighting the strip. Low cost, again, was mandatory. Because of shadows and poor identification of the runway with this type of lighting, small lights again came into use, this time at quite an expense, since it was necessary to lay copper wires around the entire runway and purchase many light units.

Street-lighting men had learned how to use one wire, halving the cost of cable, and this looked good. It worked like a set of Christmas tree lights, except that they had found a way to prevent all lights from quitting when one burned out; a very simple device, incidentally, like two dimes with a piece of cigarette paper between. Each "dime" was connected to a contact on the lamp socket, and when the lamp burned out, the paper punctured, and the resulting arc fused the "dimes" together, completing the circuit.

Tires, wheels, propellers and low wings were fragile and expensive, so it was only common sense to keep lights low and small. But, that was too low to floodlight the runway. So what! That was easy, automobile headlights were adapted for airplanes and the pilot lighted his own road. But anyhow the ground lights were there to show the pilot where to land.

As aircraft speeds gradually crept upward, the distance at which the lights should be seen increased. The pilot had troubles when he had to change course with only a few seconds left and he was not exactly satisfied to let down when he couldn't see his runway ahead.

So approach lights were born. They were installed on the approach end of the runway and were different enough from the runway lights to prevent confusion. They told the pilot, "the runway is ahead but don't land until you reach it." A good idea, but it started an argument which is still going on. If you don't believe it, put three pilots in a room, lock the door, mention approach lights, and see what happens.

By this time, highway paving methods had been adopted for runways, radio aids kept the pilot on the main line, and for bad weather landings, special radio gear known as ILS formed by-roads which brought him to the airport. But all these man-

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## REGIONAL ADMINISTRATOR'S COLUMN

A number of you are aware that your Regional Administrator's Office has encouraged our CAA people who are called to jury duty to accept such assignments rather than ask to be excused. I thought that if a person could possibly be spared from his regular job, it was a good thing for him to perform this civic duty instead of taking the position that we are too busy and someone else could just as well do it.

Well, my policy caught up with me. I was called to jury duty on September 2 and have been serving during the entire month. I have found it an extremely interesting experience. My belief that our policy is right has been strengthened rather than weakened. Serving as a juror is educational, but it is more than that. It brings to the individuals a keener realization of the importance of our freedoms, and the safeguards which have been established to protect them. The jury panel to which I was called is in the Superior Court and I have served on both criminal and civil cases. Each one is different, and all are certainly a study in human nature. Anyone who is interested in people and their problems could not help but find the trial by jury process an extremely interesting procedure.

The civil suits were mostly accident cases -- automobile accidents or people being injured by falling in a business establishment, down the porch steps of a rooming house, and even suit for an injury claimed to have been sustained in a reducing salon. It emphasizes the need for proper safety precautions in places used by the public. It also impressed me with the fact that every individual has a certain responsibility for his own acts and self-protection by the use of normal care.

I was impressed by the caliber of the people serving on the juries. In most every instance, these jurors were thoroughly conscientious and anxious to accept their responsibility in the determination of a just verdict.

The jury system may and probably does have some faults, but it is certainly the opposite extreme of dictatorship, and is one of the best evidences of a democratic procedure which protects the rights of the individual. If you are called to jury duty, go ahead and serve. You will find it interesting and profitable.

"Out of the Darkness" (Continued from Page 2)

wrought wonders still left him depending upon his own eyes for the last fifty feet of the descent. Passenger transportation was reaching big business proportions, and passengers were strenuously objecting to being dumped a hundred or so miles from their destination. Time table operation was being force-fed to the industry, and this required landings and take-offs under low visibility conditions which kept the proverbial sensible sea gull at home. Runway lights which could be seen at a greater distance in bad weather were badly needed. But, sad as it may seem, there was a definite limit to the amount of candlepower which could be used with the existing light design. Beyond that point glare came in and blinded the pilot. Too much light was worse than too little.

A man named Jack Bartow had for years been talking about an idea that to many seemed ridiculous. Many, many times he was forcefully informed that he was just plain crazy. He believed in it enough, however, to take out a patent in 1939. His idea was to concentrate the light available from each lamp into a narrow beam directed toward the pilot. On approach, the aircraft would pass through the very bright area and as it came closer, the light would actually seem to get dimmer.

The Bartow patent gathered dust until World War II, but Bartow was still talking to anyone who would listen. When the Japanese began taking Alaska from us, Bartow's lights suddenly appeared on fog ridden Alaska airports, along with a British idea of dispersing fog (FIDO, meaning Fog, Intense Dispersal Of). The lights worked, and soon after the war was unofficially ended, several designs incorporating Bartow's principle became standard for Federal help toward installation costs. The lights emit from 20,000 to 180,000 candlepower, most of which is beamed toward the approaching pilot and the circuit is so designed that they can be instantaneously dimmed in six steps to as low as 200 candlepower. They are installed 200 feet apart on both sides of the runway. That they work is beyond question now. Regular operations have been conducted in this Region for over three years under visibility limited to  $\frac{1}{4}$  mile and a ceiling of 100 feet.

This is the story, in brief, of Airport Lighting as of today. What tomorrow brings, we can only guess -- and wonder!

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FEDERAL AIRWAYS APPRAISAL TEAM VISITS REGION 6

A team from the Office of Federal Airways spent two days, September 15 and 16, of a scheduled one week inspection evaluating the kind of a job the Region is doing in establishing, maintaining and operating the Federal Airways System. The team consisted of Jack Beardslee, Director of Federal Airways; Peter Caporale, Chief, Establishment Engineering Division; Henry Metz, Chief Maintenance Engineering Division; and Victor Kayne, Assistant Chief, Airways Operations Division. A similar appraisal has been made in all other continental regions.

While here, the Washington group inspected facilities in Los Angeles, Santa Barbara, Burbank and the Saddle Peak FM Link. The emergency conditions on Wake Island cut their visit short. At the Administrator's request, the group enplaned for Honolulu Wednesday morning to make an on-the-spot evaluation of the Wake Island disaster.

## PERSONALITY OF THE MONTH

### RAY ERICKSON

An early flair for trying to figure out what made machines tick carved out a tailor-made career for the Chief of the Airways Facilities Shops, Ray Erickson.

Ray can hardly remember the time when he wasn't piddling with mechanical contrivances. As a kid in school, he constructed the first radio set in his home town of Plentywood, Montana. While he was a freshman in Montana State College studying a bit of engineering, he and one of his pals ran across a Modern Mechanics Magazine which instructed one on building an airplane. Ray and his buddy proceeded to piece together a small Heath Parasol. He can't recall precisely why it didn't fly, but does admit that maybe it's a good thing it didn't or he might have "broken his fool neck".

His interest in airplane mechanics took him to Lincoln, Nebraska, where, in 1934, he completed a course at the Lincoln Airplane School. This was later followed by assignments at some of the major aircraft plants in Southern California - North American, Continental Aeronautical Corporation in Burbank, Timm Aircraft in Van Nuys, Vega Airplane Co., and Northrop.

In May, 1941, Ray accepted a Mechanic assignment with CAA. His promotion to his present job as Chief of the Communications Maintenance Shops in the Regional Office is a yardstick of his success with CAA.

He is well recognized for his capabilities in retrieving material from the junk pile and manufacturing the particular part to suit his needs. As an indication of his originality, he recently designed a device for the prevention of engine dieseling, for which he received a \$50.00 award under the Regional Suggestion Program.

Photography and chess are Ray's two off-business interests. One thing that he brightens up about is the casual mention of the home which he built from the foundation up. With the exception of an architect's assistance on the design, Ray, single-handedly, constructed his three-bedroom concrete home. This assignment challenged him to master some of the other trades, on top of his electrical ability, which heretofore he had not exhausted. He has been on this job for two years and has now reached the point where he can sit back and marvel at his handicraft.

He is married to the former Doris L. Grainger of Lareda, Missouri. They have two children, William 7, and Lana Beryl 12.

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### CAA TOASTMASTERS CLUB

When you are called upon to speak in public, do your knees shake? Does your heart do flip-flops? Is your audience relieved when you conclude your somewhat incoherent remarks and sit down? If the answer to these questions is, "YES", don't be alarmed. You're just a normal individual who can benefit from Toastmasters training. Even if you are one of the fortunate few who is not affected by these dramatic symptoms, you can probably improve your speaking technique in Toastmasters.

CAA Club 1004 has been organized for about a year now. The improvement that each of the thirty-five members has shown during this time has been remarkable. Now  
(Continued on next page)

with a new slate of officers scheduled to take over October 1, we are campaigning for additional members.

By the way, this is no closed corporation limited to membership by Regional Office personnel. We would like to extend an invitation to Tower, Center, INSAC and Maintenance personnel at Los Angeles and Tower personnel at Santa Monica. Meetings are held every Wednesday from 5 to 7 p.m. Come on out and join the gang and enjoy yourself at the same time you improve your speaking abilities.

If you are too far away from the Regional Office to join our club, get acquainted with Toastmasters in your area and join a local club.

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### "FACTS ABOUT GOVERNMENT WORK AND WORKERS"

In recent months, you may have become slightly embarrassed at hearing some of the criticism aimed at Federal Government workers. In this country, we consider that the Government and its employees should not be exempt from criticism. Free and open discussion of differences of opinion lead to the public-directed decisions that make our form of government the best that man has yet been able to devise. Much of the criticism you hear is unjustified.

To help you evaluate the truth or falsity of future complaints about government employees, the Federal Personnel Council has published a pamphlet entitled "Facts About Government Work and Workers". In this and succeeding issues of the Region Six News, we will publish excerpts from this interesting and enlightening bulletin.

I. THE MYTH: Government employees spend more time off on vacations, sick leave, and holidays than they do at work.

THE FACT: The following paragraphs are quoted from an official report printed in the Congressional Record:

"The staff analysis points out that the most recent studies report the average hours worked a year by Federal employees as 1,797. This figure excludes many hours of unpaid overtime work..."

"The latest survey of Government leave practices...revealed that during this period employees took only 78½ percent of the annual leave they had earned."

"The same study revealed that employees took an average of 64.2% of the sick leave they earned, or 77 hours instead of the 120 allowed."

"In regard to annual leave (vacation) allowance, the Appropriation Committee's report revealed that at the time of the survey, the Government was generally more liberal than private employers. (Note: A considerably less liberal leave law than the one referred to here went into effect last January). However, there are certain other factors involved in comparing Government leave practices with those of private industry. One of these is the fact that Government employees are not granted excused leave for death in the immediate family, other emergencies, religious holidays, or personal affairs. In a 1950 study for the Senate Committee on Post Office (continued on next page)

and Civil Service, information pertaining to practices on excused leave was obtained from 37 representative companies, employing more than 600,000 office workers. All 37 companies reported they do grant excused leave in varying degrees. Six had established yearly limits ranging from three to twelve days, the median being ten days. One had a yearly maximum of thirty days. The remaining 31 firms did not have a yearly maximum, but granted excused leave to employees at the discretion of the supervisor. In Government all such leave is charged to annual leave."

Many a Government worker's vacation allowance has been largely used in attending funerals or in standing by during family births, illnesses, or emergencies of various kinds occurring during the year.

II. THE MYTH: Government employees are greatly overpaid; or the poor Government employees are paid so little they are hardly able to feed and clothe their families.

THE FACT: In general, the Government pays good salaries. In the lower grades, salaries are the equal of, or higher than, pay for similar work in private industry. The higher you go up the pay scale, however, the lower the salaries are when compared with those in private industry for similar work. The head of a Government agency does not get anywhere near the salary paid to the head of a large corporation. The highest any employee in the career service can be paid is \$14,800 a year, which is the ceiling placed on salaries by law.

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#### SAM KEMP APPOINTED AS ASSISTANT ADMINISTRATOR FOR ADMINISTRATION

The following letter telling of Mr. Kemp's appointment was received by the Regional Administrator from the Administrator of Civil Aeronautics:

"Mr. Sam Kemp has recently been appointed to the new position of Assistant Administrator for Administration in the Office of the Administrator. Since the establishment of this new position is of direct concern to the heads of all offices both in Washington and the field and of interest to all officials concerned with the improvement of management at all levels within the CAA, I would like to highlight the scope of his responsibilities and authority.

"In general, as the Assistant Administrator for Administration, Mr. Kemp has primary responsibility within the Office of the Administrator for the management activities of the CAA, and to this end, I have delegated to him authority to act for me and the Deputy Administrator in discharging our responsibilities in connection with general management, budgeting personnel, organization, methods, administrative services, and aviation defense requirements. This action does not constitute the re-establishment of the former Office of Business Management. The staff offices primarily concerned with the functions indicated will continue to operate as heretofore with no change in their assigned responsibilities and authority. (Continued on next page)

"Specifically, Mr. Kemp will identify and weigh the major management needs of the Agency in broad perspective; measure the results of internal management in terms of its effectiveness in meeting major agency needs; point out to the affected offices the areas in which changes in emphasis or policy are desirable or necessary in the interests of economy and efficiency; take necessary action to insure effective coordination among and between the administrative staff and program offices; evaluate and approve program objectives, plans and policies formulated by the administrative staff offices and, in this connection, provide information and advice regarding basic policies and objectives, including plans for changes in the nature, scope, or emphasis in CAA administrative programs or for modification of administrative policies; and acting on my behalf or that of the Deputy Administrator and within the framework of my major objectives and policies, make final decisions on management matters that are binding upon the program and staff heads of the affected Washington Offices, the Regions, and other Major Field Organizations of CAA. Mr. Kemp will also represent me or the Deputy Administrator in the contacts and negotiations with management officials of the Office of the Secretary and with the central management agencies of the Federal Government. In addition he will perform duties analogous to the above with respect to the Office of Aviation Defense Requirements.

"This delegation of authority to Mr. Kemp to act for me or the Deputy Administrator in the areas outlined above does not preclude our accessibility for personal discussions on management matters whenever you deem it necessary or desirable.  
 (Signed) C. F. Horne."

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STATUS OF SUGGESTION PROGRAM

Suggestions received this fiscal year through Sept. 23 . . . . .	24
Suggestions on hand from last fiscal year. . . . .	39
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Total	63
Total suggestions considered this fiscal year. . . . .	
Suggestions adopted . . . . .	0
Suggestions forwarded to Washington.	3
Suggestions rejected . . . . .	8
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Total	11
Balance on hand. . . . .	52



#### PASO ROBLES:

SEMT: The telephone rang, but this time, it was something different. Instead of the usual weather request, flight plan, forest fire report, or just the wife reminding us to bring home a loaf of bread, it started the emergency wheels rolling in a new direction.

A forestry lookout had seen a metal shining object about 60 feet long with smoke pouring out of it, parked on a ridge near here. Checks revealed no missing aircraft. Calls went out for curious pilots to investigate. A full six minutes or so had elapsed, and still no curious pilots. Since the quitting whistle was about to blow, Wood, SEMT, with newly sprouted wings, and Ressler, with a feather or two missing from his, decided to take the PRB Flying Club's T-craft out to investigate.

Some twenty minutes later, we were over the ridge. You who have been over a ridge in a T-craft with a nice breeze going, know that you are either going up or down. It was a nice up draft. Here we were indicating 80, a little power applied and climbing 200 feet per minute. We could do that all day, but we didn't. After all, we were on a search mission. If we could only get down close enough to see.

So search we did. A swing up and down the ridge revealed numerous farm buildings under almost every tree and nearly all had aluminum roofs. After another pass or two at the ridge, we decided the lookout had holes in his head or spots on his binoculars. So back to the barn. We had searched. We had seen plenty, but sighted nothing and didn't "sank same". Say you know what? Flying's fun.

By the way, that lookout still sees that object. Five other planes besides ourselves and two Forestry Bulldozer Crews had a nice outing. But the little men were gone when we got there.

#### LOVELOCK, NEVADA:

INSAC: We have one Bill McKenzie who is rated by the national wire services as one of the world's most honest citizens. On September 5, while driving on US 40 to Rye Patch Dam, Bill discovered a little black bag in the middle of the highway, containing between fifteen and twenty thousand dollars worth of jewelry. The bag had been lost by a Philadelphia, Pa. couple who had reported the loss and offered a sizeable reward. (Continued on next page)

The summer has seen Bill Adams, Painter Foreman, and his crew give the station a complete overhaul with a first rate paint job ....September 10 surprised us with the season's first snowfall, amounting to .75 inch...Preparations are under way for the hunting season now opening with Sagehen leading the parade and deer, pheasant and ducks to follow...We are in receipt of two highly prized letters, one from the Irving Memorial Hospital, San Francisco, thanking the Army and CAA personnel for their part in the blood bank's drive for the local community which netted fifty-three pints of blood; and one from the Air Force Research Center, Cambridge, Mass. thanking all personnel for their part in the recent atmospheric acoustic project.

SEMT: The Electronics Maintenance of the Lovelock, Nevada Sector is somewhat unusual in that the Low Frequency Radio Range is located 38 road miles or 24 airline miles from the INSAC and airport. The last 22 miles is over graveled road, part of which is divided for safety reasons. At the present time, four companies are hauling iron ore over this road. Trucks hauling up to thirty tons are being used. The road is very rough in spite of constant maintenance and is extremely dusty. It is dangerous due to large dust clouds from the trucks and some careless driving on the part of a few truck drivers. Recently a truck lost its brakes, came down a hill backwards on a one way road without a driver and turned over 100 yards before reaching the Electronics Technician in a CAA truck. In another case, a large truck came over a hill on the wrong side of road resulting in a close shave for the Technician.

Some control line trouble has been experienced because of ducks flying into the line and road graders knocking it down...Some crystals for the Servo VHF Signal Generator are now being received. It appears that this instrument is very good and will permit very accurate alignment of receivers. It will also now be possible to definitely determine whether a receiver is operating properly by checking its sensitivity with this instrument.

#### YUMA, ARIZONA:

INSAC: Military aviation activities in the vicinity of Yuma County Airport have increased steadily since the re-opening of the Yuma Air Force Base last year. A sizeable sum of money was recently appropriated for the construction of permanent buildings and other facilities and several acres of ground were purchased at the SW end of runway 3-21 for extension of the runway. Aircraft of the prop-driven, WW-2, fighter type have been permanently assigned to the base and jets of all modern types are becoming a common sight on the field.

Yuma's nationwide reputation for severe heat during the summer months does not seem to have a negative influence on the flying public. In August 1950, we accepted 94 VFR flight plans; in August 1951, we accepted 122 VFR flight plans; and in August of this year, we accepted 160 VFR flight plans - an increase of more than 170% over a period of two years! And that during the hottest month of the year in Yuma!

Our emergency contacts have ceased for the time being - this is due principally to the constant CAVU at Yuma during the summer months. Pilots just don't seem to have much trouble when the weather is clear. 'Course, there is always that "trouble in the cockpit", but it seems like an unlimited ceiling and clear visibility give a flier an extra bit of confidence in his knowledge and ability and keep him from getting in trouble. Our local C A P unit is always standing by - just in case. They were recently assigned an L4J type aircraft and a Jeep, so they now have a grand total of two aircraft for Search and Rescue work. (Continued on next page)

One of our local aviation enthusiasts, Dr. C. S. Powell, who returned a few weeks ago from a flight into Canada praises the CAA as a whole. He was well pleased with the assistance rendered by INSACS along the way. His opinion is that the courtesy of CAA personnel and their ability to use their knowledge of aviation and air navigation in rendering aid to the flying public places the service of the CAA well beyond that normally received from most public agencies.

#### ONTARIO, CALIFORNIA:

INSAC: August 15th marked the beginning of our third year of operation at Ontario International Airport. We have made considerable progress since the last news item appeared in the April, 1951, issue of the Region 6 News. The VOR is fully commissioned, ILS has been commissioned and approach procedures established, military UHF equipment installed, and installation of DME equipment scheduled to begin immediately at the VOR site. The designation of the Victor Airways found ONT a fix on four of them.

Construction of our new ultra-modern control tower should be under way within 60 to 90 days and we are looking forward to having a combined facility in the not too distant future. The Chief has already passed his physical and obtained a Jr. Tower Operator Rating and the rest of the personnel are all in various stages of attaining the same objective.

Airport activity is increasing rapidly. Lockheed Aircraft Corp. is our latest tenant and they are presently engaged in an extensive construction program consisting of hangars, administration building, and warehouses which will ultimately be utilized as an overhaul and modification center for the airlines. At the present time, they are engaged in modifying and overhauling of F80's and T33's for the Air Force. With Northrup Aircraft and Lockheed both engaged in jet flight testing operations, it's fast reaching the point where a conventional type aircraft is almost a novelty on the field. Douglas Aircraft has also established facilities here and is presently overhauling transport aircraft for both the Air Force and Navy. Construction on the hangars, parking areas and other facilities for the National Guard is also scheduled for an immediate beginning and it is understood the National Guard will base a large number of jet aircraft here in the very near future. Work is soon to be started on an 800 foot extension on the instrument runway with final plans for 3000 feet giving us a runway of 10,000 feet.

Station activity continues to reflect an increase even though we have experienced the usual summer decline. We trust the coming winter months won't duplicate the record smashing day of March 12 which saw 645 aircraft contacts, 528 of them IFR, 155 ATC clearances, 700 Service F contacts recorded. However, because of the extensive training program being conducted by Strategic Air Command at March AFB, increasing activity at Norton AFB and Ontario, together with the Victor Airways system, we feel certain the winter will be a busy one. Because of the large amount of private flying from Tri-City Airport at San Bernardino, we also expect additional workload since the installation of the fastline has been completed. Installation of a local interphone between the INSAC and the tower also has been completed.

CAC Elwell is fast becoming an expert public relations man and is doing an excellent job of selling aviation to the local citizens through the medium of speaking engagements before such groups as the Lions Club, Rotary Club, Chamber of Commerce and other civic organizations. During the school term, we are visited by an average of 120 to 150 students weekly and if you don't think the air-age is here to stay, you should hear some of the questions those kids can ask! (Continued on next page)

Ontario being conveniently located adjacent to two main highways, we'd like to extend an invitation to anyone passing by to stop in and say hello.

PALMDALE, CALIFORNIA:

INSAC: The following letter was received from Mr. J. Quetnick, President of the S & Q Construction Company, San Francisco, California: "On July 4th of this year, I was making a flight in a Twin Cessna 66795 from San Francisco to Las Vegas via Palmdale, California. Unfortunately, being unfamiliar with the route over the desert and my ADF going out on me, I became unsure of my position. In order to get on course and orient myself, I called Palmdale radio and asked them to work me in.

"At this time, this letter is long overdue, but I want your office to know that the employees of that station who handled my orientation did so in a most capable, efficient and courteous manner, and in short order had me orientated and landing at the Palmdale Airport with very little difficulty which necessarily eliminated any concern from my passengers. Therefore, in behalf of myself and my passengers a genuine commendation is extended."

BAKERSFIELD, CALIFORNIA:

The Lockheed Aircraft Corp. Bakersfield Plant, was hit by the coast shakedown racket during the last quake. The jigs jiggged and the fixtures became unfixed. One of the buildings is closed and the extent of the damage has not been assessed. Subsequent minor tremblors have been felt but not appreciated. The main shake occurred August 22 just as the plant shifts were changing. Therefore, the day shift blamed it on the swing shift, and the swing shift blamed it on the day shift. The Union blamed it on a management shakeup and the management thought the Union had struck. The CAA is not involved as this non-scheduled jiggling was not retroactive.

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CREDIT UNION NEWS

YOUR SURPLUS CASH:

Are you papering your walls with your pay-checks? Are you stowing your cash into the old sock? Do you keep a large balance in your checking account? If your answer is yes, permit us to make a suggestion that will really benefit you. Let that money work for you--deposit it in the Region Six Credit Union. One thousand dollars in shares last year would have earned you a dividend of \$45.00 and, at the same time, provided an estate of \$2,000 to your beneficiary in the event of your death.

YOUR INVESTMENT PROGRAM:

Are you receiving a good return on your investments? Are your investments easy to liquidate? Is it easy to borrow money on your investment securities? Does your investment program offer you life insurance coverage equal to the amount of your savings or investment? If an analysis of your present program requires a negative reply to any of these questions, it would be to your advantage to consider the benefits of depositing your money in the Region Six Credit Union.

## CREDIT UNION CONTINUES TO GROW RAPIDLY:

The Credit Union continues to grow rapidly and during the month of August, 42 new members joined. Loan requests have been very heavy in the past several months and at the present time, requests for loans have exceeded the capital available by the Credit Union from members' deposits. In order to be of service to our members with this heavy loan demand, it has been necessary for the Credit Union to borrow nearly \$50,000 from other Credit Unions. We would much rather pay dividends to our members for these additional funds rather than have to pay interest for borrowed money to other credit unions. All CAA Region Six employees are eligible to join the Credit Union and at present, over 1,000 have done so and are taking advantage of its many services. Federal Credit Unions are cooperative associations organized in accordance with the Federal Credit Union Act, "to promote thrift among its members and grant loans for provident and productive purposes." We urge anyone who is eligible for membership and desires to start a savings account or make an investment in the Credit Union, to contact the Credit Union Office at his earliest convenience. We are always glad to explain in detail the excellent investment opportunities of the Credit Union. You may open your account by simply mailing your check and advising us the name or names under which you wish the account carried. We will promptly mail you your pass book, together with signature cards for completion. It would be a pleasure to welcome you as one of our depositors. Make today's savings more profitable.

On October 1, the Credit Union will be three years old, and we fully expect to be a half-million dollar organization at that time.

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## AIRWAYS OPERATIONS EVALUATION CENTER ESTABLISHED AT INDIANAPOLIS, INDIANA

"In order to operationally test and evaluate new air traffic control and communications equipments and procedures, it has been the practice to install the equipment or implement the procedures at one or more Airways Operations Division facilities. The selection of the facility has been based upon many factors, such as, the anticipated effect of the test on normal facility operation, ability of the facility personnel to conduct the test and evaluation, and convenience of the location with respect to Washington and the headquarters of others interested in the tests. This random method of testing and evaluating new procedures and equipments has not been satisfactory for numerous reasons, some of which are:

- a. An extra workload is placed on the facility and the personnel.
- b. It is difficult to secure ideal conditions with respect to space, personnel and traffic conditions.
- c. It is often necessary to have different facilities test and evaluate procedures and equipments which ultimately will be closely related.
- d. It is difficult to make 'on-the-spot' changes in equipment in order to secure maximum test results.

(Continued on next page)

"The increasing volume and importance of the tests and evaluations which result from common system developments make it necessary to improve the conditions under which they are conducted. Moreover, experience indicates that considerable time and money could be saved by conducting limited operational tests of new equipments and procedures at intermediate stages of development or in conjunction with engineering tests. Consequently, an Airways Operations Evaluation Center (AOEC) consisting of the present Indianapolis, Indiana, station and tower plus a new air route traffic control center and an evaluation section is being established for this purpose at Indianapolis, Indiana. The Air Navigation Development Board has agreed to bear the major cost of establishing the AOEC, including the construction of a new building, and the Civil Aeronautics Administration will operate and maintain it.

"The Airways Operations Evaluation Center will be responsible for the provision of the air traffic control and communications services normally provided by a center, tower, and INSAC and, in addition, will evaluate and test new or improved equipments and procedures to be used by Airways Operations Division facilities. The AOEC will provide an expeditious means for evaluating new ideas or plans and for determining the most practical and efficient combinations of tower, center, approach control and station functions. Further, it will permit measurements of personnel workload, personnel capacity and system capacity while common system components are being developed, tested, and evaluated.

"In addition to assisting the Airways Operations Division, the AOEC will be of value to other agencies. For example, several development contracts have been given to the Technical Development and Evaluation Center at Indianapolis by the Air Navigation Development Board. The AOEC will be able to assist both the ANDB and TDEC in developing and testing equipments to insure that operational requirements are met.

"The control area of the Air Route Traffic Control Center portion of the AOEC will provide sufficient operating problems to insure practical operational tests but will not be of such magnitude as to interfere with the efficient operation of the tests. All test and evaluation activities will be performed in such a manner as not to compromise safety or hamper normal air traffic flow. Moreover, such work will not be permitted to interfere with the efficient operation of the facilities comprising the evaluation center or of adjacent facilities. When necessary, dual operating positions will be established and operated until it is definitely ascertained that it is operationally feasible and desirable to implement new procedures or utilize new or improved equipments on a trial or regular operating basis. In either case, coordination will be accomplished with all concerned prior to implementing the procedures or installing the equipment for use under actual operating conditions. From time to time adjacent facilities will be required to participate in the test and evaluation work particularly when inter-center coordination procedures and techniques are involved. Arrangements will be made with those responsible for the operation of these facilities prior to establishing or inaugurating test procedures.

"The Airways Operations Division, W-380, will supervise the AOEC test and evaluation program. The TDEC will assist with the establishment and maintenance required in connection with the test and evaluation program. The actual operation of the AOEC will, however, be administered by Region Three in the same manner as any other Region Three facility. (Continued on next page)

"In my opinion operation of the AOEC will result in accelerating the development of common system equipments and procedures and will assist the Civil Aeronautics Administration to meet its responsibilities with respect to the ever-expanding air traffic and national security requirements. Further, it will relieve the Regions and facility personnel of much of the workload heretofore imposed upon them in connection with service testing and evaluating new equipments and procedures. I feel that this is particularly important in view of the present personnel situation and low experience level existing at many of the facilities.

"New construction is required at Indianapolis to provide space to house the AOEC. Considering this factor and allowing time for equipment procurement and installation, it appears that the AOEC will not be commissioned before May 1, 1953, and possibly later. All other plans are in the formative stage. Further information will be forwarded as developments occur. (Signed) F. B. Lee, Acting Administrator of Civil Aeronautics."

\* \* \* \* \*

DIVISION HI-LITES

Aviation Safety Division:

Flight Operations Agents of the Los Angeles Aviation Safety District Office (Air Carrier) participated in inspections of proposed new sites for an airport to serve the Grand Canyon.

Air Carrier Safety Branch Agents gave final approval to The Flying Tiger Line to utilize radiotelephone communications on its north and mid-Atlantic operations.

One General Aviation Safety District Office reported that airport managers in the Los Angeles area are considering adoption of local rules to stiffen instrument weather requirements for local operations. This is in an effort to prevent the type of accident which recently occurred at Hawthorne, California, involving take-off under VFR clearance into obviously below instrument minimums. Four fatalities destruction to one residence resulted.

On August 28, a meeting was held in the Aircraft Engineering Branch to analyze the results of stall tests on Pan American Boeing Model 377 with inboard spoilers removed. Mr. George W. Haldeman, Chief, Aircraft Engineering Division, Washington; Mr. R. B. Maloy, Chief, Flight Test Branch, Washington; and Mr. Roy Peterson, Acting Chief, Aircraft Engineering Branch, Seattle, participated in this meeting. As a result, authority was granted for the removal of inboard spoilers on all present and subsequently certificated Model B-377 aircraft.

Application for Type Certificate was received from Beecraft Associates for its model "Honey Bee". This application is for one airplane only. During test runs with the experimental Honey Bee, a hard landing was made and the nose gear was damaged considerably.

The XH-26 pulse-jet helicopter was successfully demonstrated to Army Secretary Frank Pace and other officials at Torrance Municipal Airport on September 15, 1952.  
(Continued on next page)

Mr. Morton J. Brown, Chief of Aircraft Engineering Branch, has resigned effective September 26 to accept a position with private industry. It is with regret that the many friends of Mr. Brown have learned of his decision to leave CAA; however, he carries with him the best wishes of all with whom he came in contact. Mr. C. T. Holman will assume the duties of the Chief of the Aircraft Engineering Branch pending the return of Mr. Alcorn or Mr. Hawks from military service.

Airports Division:

Washington has requested submittal of a tentative Federal-aid Airport Program covering the fiscal years 1954-55. These programs are now being prepared by the District Airport Offices and will be coordinated with the Regional Administrator and his staff prior to submittal to Washington on October 10. The tentative amounts for these programs, which were approved by the Commerce Budget Bureau, are considerably in excess of previous Programs.

Field surveys by the National Park Service for the development of the Tusayan, Grand Canyon, Airport are now being conducted. Since this is the first airport to be surveyed by the National Park Service in this area, the procedures are being supervised by the Arizona District Office. This project is to be undertaken as a joint effort of the National Park Service, U. S. Forest Service, and the CAA.

Dedication ceremonies for the new Phoenix Sky Harbor terminal building on September 13 and 14 was attended by personnel from the Airports, Facilities, and Aviation Safety Divisions.

The Chief, Airport Engineering Branch, remained in Arizona after the ceremonies to inspect active and completed Federal-aid airport projects at Phoenix Sky Harbor Municipal Airport, Bisbee-Douglas International Airport, Tucson, Safford, Holbrook, Flagstaff, Winslow, and Prescott Municipal Airports.

Effective September 22, the NOCAL District Airport Office was moved by the General Services Administration from 630 Sansome Street to the 26th floor at 100 McAllister Street, San Francisco 2.

As of August 29, the ARIZ District Airport Office was relocated in the New Terminal Building, Phoenix Sky Harbor Municipal Airport.

The DAE, SOCAL, gave a talk at the annual banquet of the Lake Arrowhead Resorts Chamber of Commerce September 12. The talk covered briefly the functions of the CAA, the need for proper planning of airports, and the benefits to be obtained by having an airport in a recreational area.

At the request of the Deputy Regional Administrator, the DAE, SOCAL, addressed the Santa Monica Squadron of the Air Force Association on September 18. The subject of the talk was "Preservation of Small Airports in the Los Angeles Metropolitan Area."

Facilities Division:

Arizona:

Phoenix: The relocation and conversion of this facility from VAR to VOR was completed and commissioned on September 22.

The combined Tower and INSAC installation was started on September 15, 1952. Washington furnished equipment has not been delivered to date.

California:

Crescent City : An installation crew has been assigned to improve the VOR facility by installing plastic shelter, DME pedestal and antennae. If this work does not give satisfactory improvement to the courses, it is planned to do some additional grading around the site.

Fresno : It is anticipated that improvement to the VOR Range at this facility will be ready for flight check on September 26.

Modernization of the ILS by installation of TUS Glide Slope equipment should be completed by the end of the month.

Engineering for the combined Tower and INSAC is underway. Washington approval has been received to implement an auxiliary en route air/ground communication at the combined facility.

Burbank : Completion of the structural contract for the Glide Slope was made on September 19, 1952. We have been advised by Washington that electronic equipment is due for delivery approximately September 30.

El Centro: Recommended award of contract for installation of engine generator and related work at Imperial County Airport, El Centro, California to low bidder Joe Bush Electric for \$3,779.20.

Los Angeles: Installation of departure radar was completed at the ATCT.

Completion of the installation of single channel voice recorder is awaiting delivery of equipment for the ATCC.

Installation of AMIS was completed at the ATCC on September 17.

Recommended award of ventilation contract for the ATCT.

Long Beach: Installation of DME equipment at the VOR facility was started on September 15 and it is anticipated this installation will be completed by the end of the month.

Marysville: Recommended award for installing engine generator and related work.

(Continued on next page)

Oakland: Construction work on the PAR has been delayed until spring due to low bid exceeding funds available for construction work.

Null reference Glide Slope survey will start September 29 at the ILS.

Installation of AMIS has been started at this facility and should be completed early in October. This work was delayed by delivery of equipment and alteration to the building required by TELCO installation.

Sacramento: Establishment of TOWAC at this location was based on an overly optimistic estimate and the fact that delay in installations by the TELCO has slowed down completion of our work considerably. It is now estimated that the installation work will be completed the first week in October.

Salinas: Conversion of the VAR to VOR at this facility was completed and the facility commissioned on September 19.

San Francisco: Washington has been requested to have General Electric Company rearrange the ASR-2 equipment in the tower to accommodate PAR-2 equipment. As the new tower will not be ready until 1956, decision has been reached to install PAR-2 in the old cab.

Nevada:

Elko: Notice to proceed with contract for VOR Radio Range was issued September 4.

Verdi Peak: Prepared proposal for installation of power shed, engine generators and related work at Verdi Peak Beacon site, SF-SLC Airway.

Utah:

Bryce Canyon : The grading of the site and road for the mountain top VOR has been completed and flight testing is in progress. It is hoped that a successful flight check will be obtained and a construction contract started by the end of the month.

Hanksville : The construction work on the VOR facility will be completed and installation work is scheduled to start October 1.

Airways Operations Division:

We have been advised that the Combined Facility Evaluation Team will visit Reno October 5 and Sacramento October 7. This office has requested that the team also visit Las Vegas.

A meeting of CAA Air Defense Liaison Officers was held September 16 through 18 at the 31st Air Division Headquarters, Minneapolis. Messrs. Smith and Simonson represented Region Six. (Continued on next page)

Mr. Frederick C. Joss, Bureau of the Budget, visited Region Six and the 28th Air Division to look into expenditure of funds in respect to AMIS operation for the benefit of the Air Force.

Representatives of the Regional Office, Los Angeles Center, and the 27th Air Division held a conference to establish the AMIS operation date for the Los Angeles Center. All work such as installation of control boards, recorders, relocation of entrance door, etc, has been completed. We are presently awaiting Air Force procurement of interphone lines between AMIS and MFS, at which time we will be in a position to fully assume our responsibilities regarding this operation.

Representatives from March Field AACS visited the office, asking that we give consideration to the training of approximately 100 tower controllers in CAA approach control procedures, as well as approximately 40 military GCA operators in air route traffic control. They expected to domicile such personnel at Long Beach with desired training to be conducted in the Los Angeles metropolitan area. After a careful review of our own training needs and in view of previous commitments made by Washington to the Air Force for training Oklahoma City graduates in the Los Angeles Center and Tower, we advised the March Field group that we were not in position to assume any additional training responsibilities regarding Air Force personnel in this area. We did, however, offer to accommodate them on familiarization tours at local facilities, as well as remote facilities if they could domicile personnel elsewhere. We specifically referred them to the Oklahoma City training program for Air Force personnel and were later advised that some of their group had been selected for this training.

A meeting was held with the March Field and the Civil Air Patrol Search and Rescue Units. The CAP expressed a desire to make a survey of all airports in this area in respect to locating over-due aircraft prior to beginning actual search and rescue flight. The CAP representatives stated they could effectively search every airport in Region Six within one hour and at the extreme not over two hours. The March Field representative stated that in the future they would attempt to have CAP make these surveys prior to performing any flight search. It is our understanding that a few days subsequent to this meeting, the March Field Search and Rescue Unit staged a simulated procedure for the benefit of CAP which spent approximately one day searching for an aircraft which was located on the flight line at Van Nuys. This apparently refuted the claim made by CAP to expeditiously cover all airports in this area.

The ATA, ALPA, and CAA held a one-day meeting to discuss operational problems facing us at the beginning of the winter months. It is believed that a better understanding of mutual problems resulted from the meeting and that some specific problems were solved. Airways Operations Division and Aviation Safety Division representatives attended.

A meeting, attended by representatives of airlines flying into and over Las Vegas, CAA personnel from the Salt Lake and Las Vegas area, and Regional Office representatives, was held to discuss the possibilities and methods of improving operations in the Las Vegas area. Present Air Force operations, together with early instrument weather, have created some serious traffic control problems which can be somewhat alleviated by the changing of missed approach procedures, additional holding, missed approach, and departure procedures, to be implemented in the near future.



DID YOU KNOW THAT:

1. Trans-Atlantic air-cargo is carried almost exclusively by foreign carriers. Of 339 certificated all-cargo trans-Atlantic flights made in 1951, only nine were flown by United States companies.
2. Frontier Airlines reports passenger business up 22% over last year for first six months. Freight was up 52% for the same period.
3. Pan-American passenger travel in Latin America for first six months of this year was 382,902,755 passenger miles; 12% over that for the same period of last year.
4. Aircraft and parts industry experienced a 50% turnover in labor during 1951. It is estimated that this cost the industry \$300,000,000.
5. A Flying Tiger DC-4 loaded with fifty-nine passengers recently was forced to land at Shannon, Ireland for repairs because its windshield was smashed in flight by a woodcock.
6. It is rumored that British Overseas Airways Corp. (BOAC) is planning a route to the Far East over the North Pole.
7. Phoenix, Arizona began operations in its new air terminal on September 1, 1952.
8. The International Air Transport Association predicts International airlines will carry 45,000,000 passengers during 1952.
9. Figures prepared by the State show that aircraft plants in California have added 113,100 wage and salary workers since July, 1950 and now employ one out of every five manufacturing workers in the State.



## QUESTION BOX ?



This page this month will be devoted to the effect of the revised Whitten Amendment on indefinite and permanent promotions. As presently written, no permanent promotions may be made to a grade until the total number of permanent employees in that grade has dropped below the quota established as of August 31, 1950.

Q. When can you effect a permanent promotion without regard to the established quota by grade as of August 31, 1950?

The established quota as of 8-31-50 by grade can be exceeded only by authorization from the Civil Service Commission to make permanent or probational appointments to that grade. For example: If the quota as of 8-31-50 in grade GS-5 were fifty permanent employees and, as of the current date, you have fifty-five permanent employees at that grade, you would not be able to convert the indefinite promotions of any employees to permanent at this grade because you are above your 1950 quota. However, should a probational appointment be authorized from a CSC Certificate of Eligibles, to this grade the appointment can be made even though this involves a permanent promotion in excess of your quota. This, of course, will further delay those awaiting conversion to permanent promotions.

Q. If an employee has had more than one Indefinite promotion since September 1, 1950, at which grade would you consider the employee for permanent promotion?

A. It will be CAA policy to convert the employee's latest Indefinite promotion if quota is available at that grade. If not, consideration should then be given to conversion of the next earlier promotion, etc. It is not necessary to reassign or demote the individual to the lower grade in order to remove the indefinite limitation from the initial promotion to that grade.

Q. If an employee was promoted indefinitely after September 1, 1950 and subsequently was demoted and then repromoted to the same grade, which effective date of promotion should govern position on register for conversion to permanent promotion?

A. If the demotion was made as a result of Administrative Action, the effective date of the original promotion should be used. If the demotion was taken for disciplinary purposes the effective date of the latest promotion shall be used.

Q. What effect, if any, would the allocation of a position to a higher grade after September 1, 1950 have on the conversion of the indefinite promotion to permanent of the employee encumbering such position?

(Continued on next page)

- A. The allocation to the higher grade would not affect the employee's chances of having this indefinite promotion converted to permanent. The fact that a position is reclassified to a higher grade subsequent to September 1, 1950 does not alter the quota which must be established as of that date. Consequently, any employee in a position reclassified subsequent to that date is in no different position than any other employee receiving an indefinite promotion.
- Q. Are employees on indefinite promotion to positions limited in time duration eligible for consideration for permanent promotions in the temporary positions?
- A. Yes. The limitation on the duration of any position is not to be considered in determining whether or not the promotion will be made permanent. Permanent promotions to temporary assignments will not alter any restoration rights granted the individual concerned.
- Q. What procedure will be used in breaking ties on the registers of employees awaiting conversion to permanent promotions?
- A. When two or more employees on a register are simultaneously eligible for conversion to permanent promotion as a result of the operation of the criteria outlined, the following procedure will be followed:
1. In each case in which an NPP or RPP Promotional Aptitude Rating is available, it will be used as the determining factor. The employee with the highest rating will be converted first.
  2. If no promotional aptitude rating is available, the Performance Rating will be used as the determining factor by converting the element ratings to point scores as follows:

Each element rated Outstanding	+1
Each element rated Satisfactory	0
Each element rated Unsatisfactory	-1

\* \* \* \* \*

CAPITAL GLEANINGS

The matter of living conditions, per diem, and the possibility of tying Federal salaries to the cost of living is scheduled for intensive study and discussion during the coming months. A Congressional Committee has been appointed to examine regional fluctuations in the cost of living; and the administration through the Budget Bureau already has launched a study of per diem pay rates. One study already completed has indicated city to city variances in the cost of living. As an example, it costs several more dollars per month to live in Los Angeles than in New Orleans, Louisiana.

There is a strong possibility that the next adjustment, if any, will be hitched to a cost of living index with further adjustments made for the Region in which you work. (Continued on next page)

Important changes in the present layoff rules may be made according to a recent announcement from the Civil Service Commission. New rules will divide employees into four major groups for layoff purposes with each group subdivided into veterans and non-veterans.

Group 1 or career: Those who have completed probationary periods and who are not temporary or indefinite as a result of promotion, reinstatements, etc.

Group 2, or career-conditional: Includes career employees serving probational periods, or who are temporary or indefinite because of promotions, transfers or reinstatements.

Group 3, or Reserve: This group includes indefinites who passed regular Civil Service examinations. They would be potential career employees.

Group 4 or Indefinite: Made up of those who did not pass regular Civil Service examinations and who are serving as temporaries on jobs good for more than one year.

Bumping rights under the revision would be limited to Group 1 employees.

The Army Audit Agency has 200 vacancies for civilian employees with accounting and/or auditing experience. Grade openings vary from GS-7 through GS-13, depending upon the experience and education possessed by the successful applicant. If interested, contact Army Audit Agency, San Francisco Regional Office, Ft. Mason, San Francisco, California....The Federal Personnel Council has begun a study of the job performance rating system. The group favors elimination of the "satisfactory" rating.

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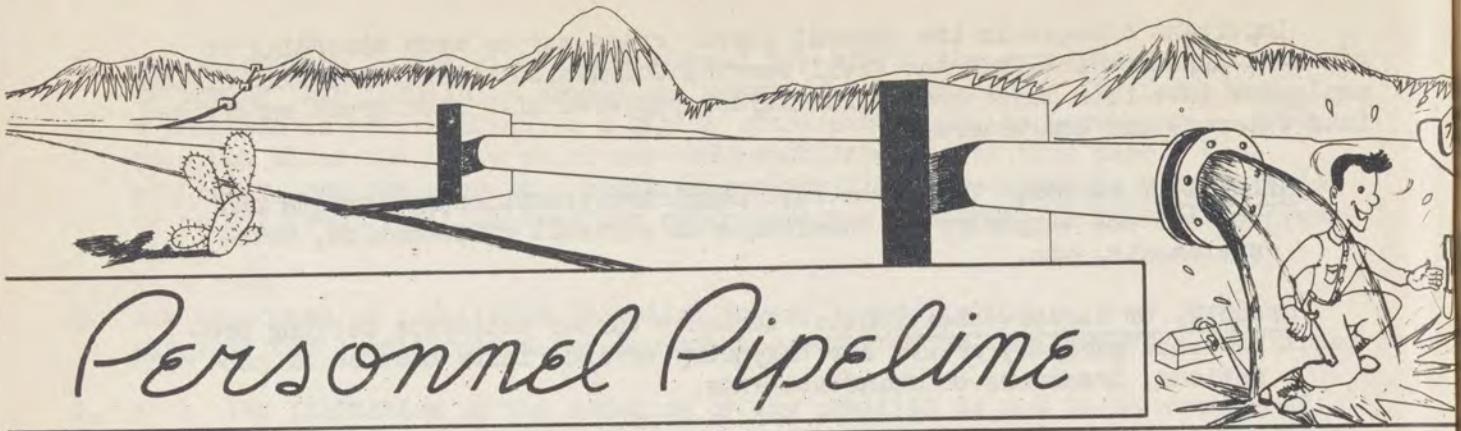
#### "AF AGREES TO FURNISH C-46 FOR NON-SKED TESTS

"Civil Aeronautics Board today was informed by the Air Force that a C-46D plane would be made available sometime this month to the non-scheduled airlines' C-46 Engineering Foundation to be used in tests aimed at eliminating 'deficiencies' in C-46 aircraft. The Air Force's offer is in response to a CAB request as a move to assist in improving the C-46.

"The engineering group has proposed an engine test program for which it has contracted with American Airmotive, Inc., of Miami to conduct the tests. Program is divided into two phases: first is to correct deficiency of the power plant by providing adequate oil and cylinder head cooling, and fire protection; second is to improve the single engine performance, which is 'marginal to unsatisfactory at 45,000 pounds gross weight.'

"Plane to be provided for the test, Air Force said, will be released on a bailment contract with the C-46 Engineering Foundation."

American Aviation Daily, 9/19/52



# Personnel Pipeline

## Permanent Promotions:

Prior to the most recent amendment of the Whitten Rider, all promotions made after August 31, 1950, were made on an "indefinite" basis. This had the effect of placing permanent employees, promoted after the above date, in a lower retention group for reduction in force purposes.

The new Whitten Rider now permits agencies to make permanent promotions under certain circumstances. In this connection, we have received the "go ahead" signal from the Department. We are working as rapidly as possible to determine which of our employees are eligible.

The procedure to be used by the Region is as follows:

1. Determine the number of permanent employees as of August 31, 1950:

The number of permanent employees in each grade may equal, but not exceed, the number of permanent employees which this Region had on the rolls as of August 31, 1950.

From our records, we have determined that as of August 31, 1950, we had the following number of permanent employees:

GS:	GS-2.....4	GS-9... 188
	GS-3.....76	GS-10.. 131
	GS-4.....72	GS-11.. 111
	GS-5.....67	GS-12.. 89
	GS-6.....64	GS-13.. 52
	GS-7...407	GS-14.. 9
	GS-8.....50	GS-15.. 2
CPC:	CPC-3... 2	CPC-8.. 7
	CPC-4... 2	CPC-9.. 0
	CPC-6... 7	CPC-10. 35
	CPC-7... 4	

(Continued on next page)

2. Determine number of employees presently occupying positions on a permanent basis:

In order to establish our quota, the Personnel Branch will determine the number of employees by grade who now occupy positions on a permanent basis. This figure will be subtracted, by grade, from the number on our rolls in 1950. The answer will give us our present quota. This quota will be regionwide and will not be sub-divided in any way.

3. Determine who is eligible:

The Region will then determine the number of permanent employees, by grade, who have been promoted since August 31, 1950, by a check of the Personnel Records.

4. How are selections to be made?

The Department's policy is that selections for permanent promotion are to be made on merit. As a guide line to determining merit, consideration will be given to satisfactory service, conduct, character, potential for advancement, and professional and technical competence. The CAA has determined that the policy requirements of the Department will be complied with if:

- a. The employee was selected for promotion through the Regional or National Promotion Plan and
- b. Has a current Satisfactory Performance Rating.

Other things being equal, conversions to permanent promotion will be determined by the date of promotion. However, consideration may also be given to employees selected for current promotions.

5. Selection Registers:

As soon as all of the above factors have been determined, a register will be established. This register will consist of the names of all employees with permanent status who have been "indefinitely" promoted - in each grade level. As our quota permits, employees will be converted to permanent promotions and notified of the action. This will be done by a letter addressed to the employee, a copy of which will be placed in his personnel folder. Those employees not reached initially, will be notified that they are not in reach and that the possibility of their conversion will depend upon the turnover of permanent employees at their grade level. You will find more facts on this contained in the Question Box, found on page 21.