



A MONTHLY NEWSLETTER OF SIGNIFICANT REGIONAL AND WASHINGTON ACTIVITIES

CIVIL AERONAUTICS ADMINISTRATION, LOS ANGELES, CALIFORNIA

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THE CAA AERONAUTICAL CENTER

by

Glyndon M. Riley
Personnel Officer

The technical advances of CAA's equipment have demanded and will continue to demand an alert, well-trained and progressive minded group of people. This is essential if we are to stay on top of our problem and provide leadership to the aviation industry.

The Aeronautical Center at Oklahoma City, through its many extraordinary and unique training facilities and techniques has done a lot to help the Agency bridge the gap.

We have at Oklahoma City a fast growing institution which, incidentally, didn't "grow like Topsy." Instead, "our University" developed as a result of well-schemed, well mapped out plan dedicated fundamentally to the cause of conducting training and refresher courses for CAA personnel. The end result? Keep us all abreast of new problems and new methods.

It all began in 1946. What was then a small staff of instructors at Ft. Worth, Washington and Detroit became the nucleus for several hundred people who now make up the personnel of the Training Center. All of the various training departments in different parts of the United States were combined at Oklahoma City.

The Center's activities are under the direction of one of CAA's veteran safety instructors, Fred Lanter. He has as his Deputy, Enar B. Olson, formerly Chief of CAA's Organization and Methods Division in Washington.

Organizationally, the Center is divided into three operating divisions: Aviation Safety, Federal Airways Standardization, and Federal Airways Project Materials. The Safety Division is headed by W. W. Smith, formerly in the Washington Airman Office; Harry Hill, former Chief of Planning and Evaluation in the Ninth Region and at one time a Sixth Region man, heads up the Federal Airways Standardization. Another former Sixth Region employee, Ronald W. Pulling, directs the Project Materials Division. (Continued on page 2)

What type of training is offered? For virtually every avenue where CAA has a concentration of employees, the Center has developed appropriate courses. Such courses include refresher flight training; aviation training; instruction in the operation and maintenance of new types of aircraft; air traffic control and communications training; and communications training on all complex ground facilities of Federal Airways, such as ILS, VOR, radar, DME, etc.

Personnel undergoing training at the Center normally include electronic engineers, electronic maintenance technicians, air route traffic controllers, airport traffic controllers, aeronautical engineers, flight test analysts, aviation safety agents in various options, U. S. Air Force personnel, and foreign nationals from virtually all countries in the world. The variety of job titles should give an excellent index to the scope of professional and technical training now going on.

One of the most recent courses instituted by the Center concerns the recently inaugurated combined tower-communications stations. To illustrate, certain selected Airways Operations Specialists with backgrounds in Communications are trained for responsibilities associated with the control of air traffic. Similarly, Air Traffic Controllers are provided with training to permit qualification for a Communications Certificate. Safety Agents may take courses for airline transport pilot certification, four-engine type rating, instrument rating or sea plane ratings. Also, there are flight navigator, electronic and aircraft maintenance courses, including helicopter and jet operations.

An effort is made to send each Safety Agent to the Aeronautical Center once every eighteen months. Quotas are assigned to each Region by the Washington Office based on the needs submitted in regional requests. Since establishment of the Aeronautical Center, technical and professional personnel of Aviation Safety Division have participated in approximately 290 courses. The average number of such courses given a year is 46.

Through the Center, we can insure greater standardization than if the training were conducted in each Region. Also, the cost is reduced as no duplication of training facilities (DC-3, DC-4) is involved.

How does all this help you and the CAA? The Agency recognizes that it is costly and cumbersome to pull men off of a specialized job and slow down service somewhat for a short period of time. The problem has been thoroughly analyzed with the answer that we can't afford not to do it if we are to keep pace with new developments. Many wonder why such training couldn't be obtained on a home study basis. Our answer to that is two-fold: (1) The normal individual wouldn't stay at it and (2) the Center has, through its splendid mockups and other training aids, approached the problem by not only telling and explaining but also by showing. "One picture is worth a thousand words."

Employees, more and more, are anxious to acquire the training offered. The Center Staff has been carefully picked based on technical knowledge as well as aptitude for instruction. The instructors know your problem because they formerly held jobs quite similar to yours. Obviously they prefer a job of "instructing", rather than one of "doing".

Why is training important? James Mitchell of the U. S. Civil Service Commission answers the general question like this: "Most of us are like a furnace. When the coal is shoveled in, steam goes up. When the fire of enthusiasm dies down, the steam that drives our energies likewise diminishes. We need training fuel to refresh our interests and to enable us to identify and correct those mistakes of which we are unaware. Jobs are constantly changing and we need training to keep incumbents up to date and abreast of new developments".

The Center has done a lot to cement relations with foreign countries, but much more important, it is giving us all an opportunity to improve ourselves in our trade. This points up eventually to a much better CAA.



REGIONAL ADMINISTRATOR'S COLUMN

The New Year is here - 1953. It is the time for New Year's Resolutions. Maybe you don't believe in resolutions as such, but surely you haven't given up hope! And if you analyze it, a resolution is just an expression of new hope. If it were not so, why do we say "Happy New Year?" So it is a time for a hopeful look ahead with a wish for a better future, and it can be a better year -- better for each of us -- better for our CAA -- better for our country -- better for the world.

What will make it better? I suggest the answer is - ideas. Ideas perfected into action -- ideas born of optimistic forward-looking and thinking -- ideas that come from youthful enthusiasm that expects success -- ideas developed from the inquisitive approach to find a better way to do something -- ideas from each individual's imagination and ingenuity -- and ideas with a Divine inspiration. Let's develop these ideas and put them to work for a better world.

Here are some basic ideas as expressed by a great statesman. Perhaps they will clarify our thinking and provide guide lines to start us in the right direction.

"You cannot bring about prosperity by discouraging thrift. You cannot strengthen the weak by weakening the strong. You cannot help the wage-earner by pulling down the wage-payer. You cannot further the brotherhood of man by encouraging class hatred. You cannot help the poor by destroying the rich. You cannot establish security on borrowed money. You cannot keep out of trouble by spending more than you earn. You cannot build character and courage by taking away man's initiative and independence. You cannot help men permanently by doing for them what they can and should do for themselves."

So said Abraham Lincoln almost a century ago. Despite all of their noble experiments, no succeeding generation has been able to refute the wisdom of those words.

THE OLD SUPERVISOR SPEAKS

I've handled a pick and a shovel,
I've sat at a bench in my time
I've done heavy work in the heat and the murk,
I've known all the sweat and the grime;
And so, when some frosty-eyed expert
Talks, "Labor" as if it was coal,
"A Commodity" - well, I just choke for a spell
Before I regain my control.

Now maybe I'm mossbacked and rusty,
But here's how it lines up to me;
Statistics will aid in the plans you have made,
They're useful to quite a degree.
But all of your lore scientific
Will fall down again and again
Unless in your brain this one fact you retain,
That "Labor" means flesh and blood men.

In brief, it's a problem that's human
No soulless "Commodity" stuff,
And the very best plan I have happened to scan
Is just to be human enough;
And when it is finally settled
(I fear I won't be here by then)
It won't be by art of a book or a chart,
But Men dealing fairly with Men.

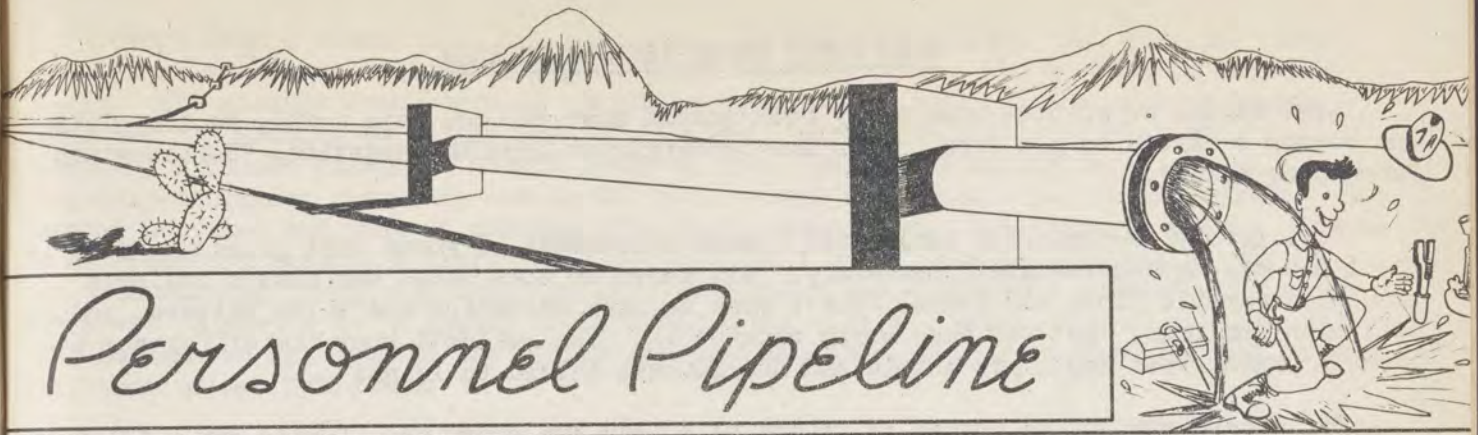
-Anonymous

"CAB SUMMARIZES 1952 AIR CARRIER OPERATIONS

"Greater safety, less Federal subsidy and increased coach services marked U. S. air carrier operations during 1952, according to a year-end summary released by the Civil Aeronautics Board. Following 'major achievements highlighted this year':

1. The best safety record ever achieved by U. S. scheduled domestic carriers. New record indicated 0.38 passenger fatalities per 100 million passenger miles. Previous all-time record, achieved in 1950, was 1.1 fatalities.
2. A saving to the government of more than \$16 million achieved by CAB's downward adjustment of mail rates for both domestic and international air carriers.
3. An unparalleled increase in low-fare air coach traffic, which increased 83% over 1951

American Aviation Daily, 12/29/52



Personnel Pipeline

Performance Ratings:

According to latest information there will be no change in the regulations and procedures concerning the preparation of Performance Ratings prior to our newly established rating year which ends January 31, 1953. However, as a result of a recent employee survey conducted in the Washington area by the Department of Commerce, some changes may be made for our rating year which begins February 1, 1953.

Normal Line of Promotion:

In the last issue of the Region Six News, we discussed the authority we had received for promoting certain Airways Operations Specialists without going to the Civil Service Commission on a prior approval basis. We have now received the authority and guide lines to make this determination on all of our positions without the necessity of going to the Commission. This involves only those actions in which there is a two grade jump. The determination that must be made is whether the two grade promotion is in the "normal line of promotion."

All candidates for this type of action must of course still meet the basic qualification standards and other legal requirements.

The Commission will audit these actions on a post-audit basis at the time they make their inspection of this agency's personnel program.

Change in NPP and RPP:

Washington has advised us that the number of promotional candidates who can be certified on a selection register has been changed. It has been the practice of the Washington Office to include in a selection register those candidates who are within one point of the fifth ranking candidate.

This practice has been extended to the Regional Promotion Plan in all regions. As a result, this region will also certify to the selecting official those employees whose scores are not more than one point below the fifth ranking candidate.

WHAT EVERY SECRETARY SHOULD KNOW

Last month, we printed what every boss should know and now this month, we are giving the bosses a chance to get even. This too is reprinted from the magazine, "Southwestern Purchasing Agent".

"...Lots of secretaries could still learn a bookful! I guess what gripes me most is the I'm-a-stranger-here-myself secretary. She knows no more about her boss's business than about Arctic flora and fauna. She's here to take dictation and write letters, and to hell with the rest. Let the boss worry about that. She wouldn't know the difference between a punch press and a pop bottle and she doesn't intend to learn!

"Of course most of us bosses do intend to do our own worrying. That's our bailiwick. But it does help if Gal Friday has some idea of what goes on in the bailiwick. If a secretary doesn't at least simulate interest when her boss moans that flange beams are worth their weight in diamonds, she doesn't belong in my office. Possibly not in any office. Her element is washing dishes in an all-night beanery.

"Closely allied to that type is the secretary who's only here for the duration. Her job is just a temporary arrangement until the knight in shining armor (or shining conveyable) comes to rescue her from a fate worse than death.

"Me, I'm broad-minded. I don't mean to deprive any secretary of her man - except during office hours! But by gosh, during office hours she's being paid to think about my business, not hers. Romance is a pursuit and a technique she'd better save for after five.

The whole attitude is short-sighted anyhow. Granted that our Miss Duration will be married sometime, she still has a stake in performing to the best of her ability. More and more married women are returning to the office after their children are grown, and some are returning before that. If Miss Duration wants to be welcomed back to ye olde sweat shop she'd better demonstrate her capabilities before she leaves.

"Furthermore, some women are forced to return to their job. Some are left widows with children to support. Others find themselves with a disabled husband. Still others discover that their marriage was not made in heaven. So they've got to work. Skill at a job is one of the greatest securities a woman can achieve for herself, whether she's married or single. And to achieve that skill she's got to work at her job while she has a chance!

"There's a third type. Let's call her the Pretty-Little-Head. She's so feminine she can't bother about such silly details as accurate spelling and punctuation. She has higher things on her mind - so-called.

"Now, I'm not a perfectionist. I grant to every secretary the right to make an occasional mistake. But I do like things neat and workman-like, and I won't have mistakes coming faster than the flakes in a snowstorm. I'll go further. I'll even admit that spellers, like musicians, are born, not made. But even a lackadaisical speller can learn to use the dictionary, can train herself to look up a word she isn't sure of. All she has to do is recognize her handicap and then do all she can to compensate for it. Believe me, I know what I'm talking about. I'm a poor speller myself. But I've learned that a love affair with the dictionary can do worlds to hide my disability from others. For some reason, all of us take a certain snobbish delight in ridiculing the misspellings of others, and it's up to the secretary and her dictionary to keep the firm from that kind of ridicule. (Continued on next page)

"Type four I simply will not tolerate. She's Miss Yak-Yak! She gossips. She gossips at the water cooler. She gossips in the rest room. She gossips in the cafeteria. She gossips when there is something to gossip about, and she creates gossip when there's nothing to gossip about. I am not, of course, implying that gossip is strictly a female pastime. Gossip knows no sex. What I am saying here is simply that a gossip-mongering secretary can do the office more harm than a bad filing system. She wastes her time and that of others. She casts suspicions. She stirs up feuds. She is a detriment, a hazard, a disrupter. And much as I would like to throttle Friday as of this minute, I will say this for her: she knows the difference between a friendly interest in people and a greedy absorption in the sins and weaknesses of others. She has so much to do, both in the office and outside, that she has no time to feed on the mistakes of her fellowmen.

"Miss Yak-Yak is also the secretary who indulges in the dearie type of telephone conversations. She not only gets and makes dozens of personal telephone calls during the day, she strings them out for dozens and dozens of minutes. It is my considered opinion that she has to indulge in all these calls to keep others from knifing her in the back the way she is knifing them. And so the office lines get tied up while she drools about 'the most marvelous dress, dearie, the loveliest cream puff for lunch, the hand-somest man, dearie, and you should see the car he drives!'

"I am not one of the breed that holds a secretary has no right to a personal telephone call. There are frequent times in anyone's life when you've got to make contact with the non-business world during business hours. And this is true of the secretary as well as of the boss. But I insist that personal calls should be kept at a minimum and that they must be kept short. They are not an occasion for passing the time of day. So speak your piece and get off that line, gal! The business world is wagging and we've got to keep pace.

"I won't say anything about the rude secretary who alienates customers and suppliers. She has no place in any office. But I do want to deliver myself of a few well-chosen words about the prima donna secretary, of which the impolite gal is one subdivision.

"My friends, more than one boss has wondered why his secretary chose business instead of the stage. She has enough temperament for three Greta Garbos. She throws temper tantrums. She weeps at the drop of a hat. She is either up in the air or down in the dumps. She has the emotional stability of an adolescent. And she makes hash of the office just as certainly as does the same kind of boss. The sad thing is that just a little restraint on her part would work wonders, if only she took time out to practice restraint."

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PERSONALITY OF THE MONTH
William E. Gray, Jr.

A former NACA engineer-pilot has been named to head up the Region's Flight Test Program. He is William E. Gray, Jr., a member of the Region Six team since 1947.

Gray has been schooled in both aspects of the flight test work — engineering analysis and experimental test flying. Although he is only thirty-two years old now, he has been exposed to "pressure" jobs since his degree in aeronautical engineering in April, 1942, was conferred by the University of Pittsburgh. He started immediately as a junior engineer with the National Advisory Committee for Aeronautics, with duty assignment at Langley Field, Virginia. As you could have guessed, he learned aeronautical
(Continued on next page)

research right from the ground floor. His preliminary training was with ships such as the North American P51 Mustang, the Republic Thunderbolt P47, the Navy F4U Corsair, Curtis Wright P42 -- a single engine fighter -- first model with all movable tail, Sikorsky YR4B and a host of others.

While with NACA, Gray earned the reputation of being a red-hot engineer-pilot.

He joined CAA in June, 1947, as an aeronautical engineer with the Aerodynamics Section in the Washington Office. It didn't take him long to negotiate a transfer to the 6th Region. This way, he could observe and test transport-type ships right from the incubation stage. As a Flight Test Inspector, he has had responsible charge of the testing on such well-known products as Convair's 340 and Convair's 240 - and now Douglas' new DC-6A.

Like all other veterans of Flight Testing, Bill has had some noteworthy experiences. One that he won't forget for a long spell occurred in January, 1946, at Langley Field. He was piloting a P-63 plane at 28,000 feet when an oil line broke. He was forced into an immediate and rapid descent. During the rapid descent, his right ear clogged causing acute pain.

As for hobbies, Bill derives his greatest delight from his ham radio. He operates on the call letters W6-FIM. He enjoys tinkering around with anything musical and recently installed a high fidelity audio in his phonograph. He is quite fond of classical music and is trying to interest his three boys - Billy, 10, Dickie, 7, and Bobby, 6, in playing some musical instrument.

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FACTS ABOUT GOVERNMENT WORK AND WORKERS

THE FABLE: Government employees have no standing among scientific and other professional groups.

THE FACT: Hundreds have received honors from organizations outside of Government. Here is one example of many that are available. Dr. Thomas L. McMeeklin, a chemist in the Bureau of Agricultural and Industrial Chemistry, Department of Agriculture, Philadelphia, received the annual \$1,000 Borden Award with gold medal for 1951, which is administered by the American Chemical Society, for his outstanding contribution to the chemistry of milk proteins. Dr. McMeekin is one of seven past and present members of the Department of Agriculture who have received the Borden Award in the chemistry of milk in the twelve years that such awards have been made.

THE FABLE: Congressmen are in a position to know, and they all say Government employees are no good.

THE FACT: Here are the recent words of a Member of Congress: "We should remember that the greatest Government, serving the most productive nation and the freest and happiest people in the world, could not have been conducted by a civil service of second-rate people."

(Continued on next page)

THE FABLE: All Government employees are clerks.

THE FACT: They work in almost as many different jobs as employees in private industry. You can hardly call these clerks: Naval Gun Factory and Air Depot workers, chemists, forest rangers, physicists, doctors, nurses, engineers, lawyers, and a host of others. Over 160,000 are engaged in some 175 separate and distinct professional occupations.

THE FABLE: Government employees don't care how much of the taxpayers' money they waste.

THE FACT: An annual saving of over \$108,000 has been made in the operation of the power plant system at the Naval Torpedo Station, Newport, R. I., as the direct result of a study of manpower and other requirements for the power system made by an industrial engineer employed in the station's management control department. During the fiscal year ended June 30, 1951, the Government realized an estimated annual savings of 22 million dollars from ideas submitted under employee suggestion systems in the various agencies.

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THE CORRESPONDENT'S PLEA

If we could write the things we feel, could make imagination real --
If pencil, paper, pen and ink had but the gift to make us think,
We'd shed our studied attitudes, inane remarks and platitudes,
And write our missives just as though they went to people whom we know.

We'd scorn such terms as "even date" and "in reply we beg to state";
"Regarding" would not be "in re," our meaning would be plain as day.
"Yours truly" we would not "remain", from stilted phrases we'd refrain --
How vivid would our letters be in simple phraseology!

No "15th inst." or "19th ult." our reader's senses would insult;
From florid bombast like "esteemed" our sentences would be redeemed.
In homely words and simple style we'd write each letter with a smile;
Oh, what a difference -- goodness knows -- if we would write plain English prose!

* * * * *



DO YOU KNOW THAT:

1. American Airlines carried more than four million ton-miles of freight in October, 1952.
2. The North American Modification Center, Fresno, California, did \$2,500,000 worth of business in its first year of operation. There are now 1,200 employees on the payroll with a weekly salary of \$87,000.
3. Showa Aircraft Industry Company of Japan has a contract to overhaul light aircraft for the U. S. Air Force.
4. The value of personal and executive type aircraft (one to ten-place) exported from the United States in October 1952 amounted to approximately \$2,264,000. Two hundred and ten airplanes were shipped.
5. The Sixth Region Film Library recently acquired new films on Jet Propulsion and History of the Helicopter.
6. Engineers of Hiller Helicopter Company are currently working on plans for a 40-place helicopter.
7. The Government of Egypt has recently established its first Civil Aeronautics Board. This Board will supervise and coordinate civil aviation activities.
8. Continental Air Lines has applied to the CAB for a certificate to operate direct between Albuquerque, New Mexico and Salt Lake City, Utah.
9. There are over 17,000 employed within the limits of Miami, Florida, International Airport. The annual payroll is approximately \$67 million. There are more than one thousand firms operating on the airport.
10. More than 3000 persons are employed by Northrop Aircraft in research and development of guided missiles.

ADMINISTRATOR SENDS HOLIDAY GREETINGS

The following wire has been received from Mr. Horne, Administrator of Civil Aeronautics:

"6-500 AN ASSESSMENT OF 1952 MUST INCLUDE THE MANY REAL AND WORTHWHILE DEVELOPMENTS THAT HAVE TAKEN PLACE IN AVIATION FOR WHICH WE IN CAA SHOULD TAKE JUST PRIDE. ACCOMPLISHMENTS HAVE ONLY BEEN POSSIBLE THROUGH THE REALISTIC COOPERATION AND CONTRIBUTIONS OF EACH AND EVERY ONE IN HIS OWN SPHERE OF ACTIVITY. RECOGNIZING THESE EFFORTS, I EXPRESS TO YOU AND, THROUGH YOU, TO ALL PERSONNEL IN YOUR REGION OR FACILITY, MY VERY REAL APPRECIATION AND BEST WISHES FOR THE HOLIDAY SEASON. HORNE, W-1"

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DIVISION HI-LITES

Aviation Safety:

The Chief of the Division and Flight Operations Agent Ward attended a seminar and witnessed the wet drill during demonstration of the Coast Guard search and rescue procedures aboard the Coast Guard Cutter Iroquois at Honolulu, T. H. The Division Chief made the trip to Hawaii in the Coast Guard C-54.

The Division Chief and the Chief of General Safety Branch, Dwight F. Petersen, visited District Offices at Phoenix and San Diego for the purpose of discussing mutual regional and field problems. An opportunity was given to the Agents in those locations to fly in the CAA Beechcraft.

A preliminary Type Certification Board inspection of the Beechcraft Model HB (Honey-Bee) was conducted on the morning of December 15 at the Los Angeles International Airport. Personnel of the Sixth Regional Office examined the various components of this airplane. There were no major discrepancies found; however, several items will be corrected by the builder before the airplane is presented for additional inspection.

Aircraft Engineering Branch personnel assisted the International District Office, San Francisco, in the inspection and approval of the tourist configuration of Pan American's Boeing 377.

Flight tests of the first flight article of the Model 1049B are being conducted by Lockheed, and it is anticipated that the airplane will be ready for CAA participation in type certification flight testing early in January.

Type inspection tests have been resumed on the McCulloch MC-4C helicopter. The manufacturer has incorporated rotor blade tip weights and vertical stabilizers, which are intended to improve stability characteristics.

Agents of our San Francisco District Office are working with Southwest Airways on its proposed Martin 202 operation.

A meeting of the chief pilots of irregular air carriers was held at the Burbank Air Carrier District Office to discuss current operational problems. (Continued on next page)

Flight Operations Agent Fydell attended a meeting of Pacific Airlift Operators at San Francisco International District Office on flight emergency return procedures.

United Air Lines has successfully begun service with its CV-340 aircraft. Also, Western Air Lines has taken delivery of its first DC-6B.

United Air Lines has completed one DC-3 Cargo Liner with a DME installation, together with an integrated flight system, stall warning indicator, Bendix Omni Mag and Sperry Zero Reader. The aircraft will be used in service between New York, Cleveland and Chicago for about six months. During this period, service operational information will be assembled. Later, the aircraft will be equipped with a complete weather mapping radar installation to be used in cooperation with the Air Force in thunderstorm research.

Mr. George Stathers, Washington Office, visited District Offices and accompanied Agents on itinerary from December 1 through December 12. He visited Ontario, San Diego, Long Beach, Van Nuys, Los Angeles, Fresno, Oakland and Palo Alto District Offices to discuss field items of work with Agents and participated in and observed actual field operations.

Mr. Burleigh Putnam, Deputy Chief, General Safety Division, Washington, spent three days (November 24 through 26) in the Regional Office. The application of our activity report system, Branch activity items and various proposals were discussed.

Airports:

During this period, considerable attention was devoted to the design of the Los Angeles International Airport terminal area. There were a number of meetings between representatives of the airlines and CAA, and two conferences of two days each when the Airlines Technical Committee met with representatives of the Los Angeles Department of Airports, the architectural and engineering consulting firm, Pereira and Luckman, and the Airports Division. As a result of these conferences, agreement was reached as to functional requirements of the terminal area, and basic design principles were established. It is expected that the firm of Pereira and Luckman will prepare revised drawings at an early date and submit complete report and recommendations to the Los Angeles City Board of Airport Commissioners.

The Chief, Airports Division, consulted with representatives of the Port of Oakland, concerning plans for future stage construction at the Oakland Airport and development of a revised master plan.

The Chief, Airports Division, the Regional Attorney, the Chief, Airport Operations Branch, and the District Airport Engineer, NOCAL, met with representatives of the City of Hayward in San Francisco relative to the suit filed against the Hayward Municipal Airport by a number of local residents who are seeking reimbursement for alleged damages arising from present operations at the airport. They are also endeavoring to restrict traffic, particularly operations of multi-engine and jet aircraft. This problem is being studied by the Regional Attorney to ascertain the best manner in which the CAA can assist the City of Hayward in protecting the airport.

During the week of December 7, Mr. B. A. Hemelt, Lighting Engineer from the Office of Airports in Washington, visited this Region for the purpose of assisting our personnel in determining the cause of continuing runway lighting cable failures at McCarran Field, Las Vegas, Nevada. (Continued on next page)

Following inspection of the installation, it was decided to install a counter-poise grounding system similar to that installed at the Las Vegas Nellis AFB, which has successfully curtailed their cable failure difficulties.

The Forest Service for several years has been increasing its use of airports in Northern California, in connection with forest fire-fighting activities. Last year the Shasta National Forest flew some 200 hours from the Dunsmuir Airport before it was improved. The Klamath Forest flew about 500 hours from Montague plus another 200 from the new Happy Camp Airport. This latter airport also served for about 300 hours of flying for the Six Rivers National Forest. In addition to Government-owned aircraft, approximately \$40,000 worth of private fire flying was done from these airports.

Instructions have been received from Washington covering preparation of the tentative 1954 FAAP construction program. The amount of funds available to the Region has been revised in accordance with the appropriation request as approved by the Bureau of the Budget. The program is to be submitted on January 16, 1953.

Preparation of the 1953 National Airport Plan has been completed by the Districts and is now being reviewed by the Region.

A project application has been received from the Los Angeles International Airport for the instrumentation of the FIDO installation, including transmissometers, ceilometers, wind instruments, etc.

Final inspection has been made by the SOCAL District Office on the first contract of the Sepulveda underpass project at the Los Angeles International Airport. The second contract for the ventilation and roadway is expected to be completed by February, 1953.

Salt Lake Municipal Airport No. 1 FAA Project 9-42-018-205, which covers the first stage of development of a new instrument runway, is now approximately 70% complete. Due to recent inclement weather, construction has been practically closed down, and it is anticipated that it will be put under stop order during the next week or ten days.

Washington and Regional Records Officers spent a considerable amount of time in the office of the Airports Division and the SOCAL District Office, studying the filing system and recommending a schedule of records disposal for the Division.

Airways Operations Division:

The Phoenix station and tower became a combined facility on December 20...Marysville station is now expected to be ready for commissioning January 5, 1953.

The Navy, in conjunction with Polaris Pictures, completed shooting its training film on air traffic control in the Los Angeles center and tower last week. We have asked Washington to furnish our regional film library with one copy for our use.

Chief Communicators Kulisek and Wiley have been tentatively selected to attend the first air traffic control class for eight weeks beginning February 2 at Oklahoma City. Final selection is dependent upon satisfactory completion of a preliminary examination. (Continued on next page)

Mr. Garrison of this Division and Mr. Allen, Aviation Safety, visited Norton Air Force Base December 18 for the purpose of familiarization and meeting with personnel of the Flight Safety Research Office of the Inspector General, which is a sub-office of the Pentagon. Colonel Warlick arranged the meeting to establish liaison procedures for future coordination of information of mutual interest to his office and the CAA.

Radar departure procedures for Los Angeles Airport were developed during the week of December 8 with the assistance of Tom Rigdon of the Washington Office.

A second group of AACS tower controllers began training December 8 at Long Beach for approach control service at Oxnard.

Chester A. Church of Region Three has been selected for the vacant position of district supervisor.

Facilities:

The consolidation of the Facilities Engineering Branch, 6-557, and the Facilities Construction Branch, 6-559, to Facilities Establishment Branch has been effected. Pending advice from the Washington Office as to the official routing number for the Facilities Establishment Branch, it will bear number 6-558. Mr. H. C. Orville has been selected as Chief of the Facilities Establishment Branch and the four section chiefs are Messrs. Diehl, Washburn, Orr and Smith.

Mr. C. G. Grosh has been selected to fill the position of Deputy Chief, Facilities Division.

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

ILS/VOR

D. L. Hughes, EMT-LAX
H. C. Stokely, EMT-LOL
R. B. Thatcher, EMT-GBN

DME

O. B. Cox, SEMT-EKO
M. C. Nickerson, EMT-SFO

Radar

R. W. Pyburn, SEMT-SLC

Indoctrination

R. D. Hollingsworth, EMT-FAT

28 Printer (1/5-16/53 at Chicago)

A. D. Herbert, Supvr. Electronic Engr.
O. M. Heikkola, EMT-BFL
J. G. Broudy, REMT-SLC
R. I. Post, EMT-OAK

VOR Ranges:

Bryce Canyon, Utah: Installation of radio equipment was started on December 1 and is making satisfactory progress.

Hanksville, Utah: The power and control line between the discontinued VAR radio range and the INSAC was dismantled by the contractor.

Fresno, Calif.: Site testing has continued, but we are still unsuccessful in locating a satisfactory site.

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Instrument Landing Systems:

- Burbank, Calif. : The Glide Path facility was commissioned December 23, 1952.
- Long Beach, Calif: The ILS schedule for modernizing this installation has been delayed due to non-delivery of new Glide Path equipment.
- Oakland, Calif.: Installation of Glide Slope equipment is proceeding satisfactorily and should be ready for commissioning about December 30.
- Los Angeles, Calif: The ILS schedule for modernization of this installation has been delayed due to non-delivery of new Glide Path equipment.
- San Francisco, Calif: Installation of the TUS Glide Path has been delayed due to delay in receiving equipment at Oakland and installation research required at Burbank.

Combine LLM & Tower Voice - ATC Towers:

- Oakland, Calif: The tower voice was combined with the LLM at Oakland and commissioned on December 12, 1952.

Establish HIALL:

- San Francisco, Calif.: Contractor has been proceeding satisfactorily on this project. The Washington Office has given approval for the installation of crossbars at 1000 ft. and 2000 ft., respectively. This work will be added to the present project.

Establish ASR:

- San Francisco, Calif.: Installation work has been resumed by the contractor. It is estimated that it will take from six to eight weeks to complete the project.

Establish TOWACS:

- Fresno, Calif: Construction of cable ducts and building changes is in progress and installation will be started shortly after the first of the year or upon completion of Marysville INSAC relocation.
- Phoenix, Arizona: The installation work at this facility is due for completion early in January. The INSAC has been combined with the tower and started operating as a combined facility on December 19, 1952.

Relocate INSACS:

- Williams to Marysville, California : Installation work will be complete and the facility commissioned about January 5, 1953.
- El Centro, Calif: Due to delay and completion of Phoenix TOWAC work, the El Centro installation has been delayed. Installation work will start about January 15, 1953.

(Continued on next page)

Intermediate Landing Field:

Furnace Creek, Calif: All designs and plans have been completed and construction proposals have been issued. Construction bids are to be received January 6, 1953.

Install RUP Receivers:

Red Bluff, Calif: The RUP receiver was installed during the month as was also the URR-13.

Install 140.22 mc VHF-TOWER:

Oakland, Calif: Installation of frequency 140.22 mc has been completed.

Establish UHF AN/URR-13 Receivers INSACS:

Williams, Calif: Installation of the AN/URR-12 Receiver is being done at Marysville concurrent with the relocation of INSAC.

* * * * *

IN MEMORIAM

Edwin G. Hilty, Airways Operations Specialist in the Los Angeles ARTC Center, passed away December 21st after an extended illness.

Born in Kingman, Arizona, in 1905, his early interests were music and sports. He first entered the field of aviation in the operations department of Trans-World Airlines in 1932 and served as mechanic and radio operator at Kingman and at Boulder City, Nevada until 1940. Following a short period with Douglas Aircraft in Santa Monica, California, Ed joined the CAA in October, 1941, as an Assistant Controller in the Burbank Airway Traffic Control Center. Promoted to Controller in June, 1943, he remained on the roster of the Los Angeles Center for over eleven years.

He is survived by his wife, Suzanne, and by two brothers and two sisters.

* * * * *

Homer L. Stamets, Aircraft Agent, headquartered in the Los Angeles General Safety Office of Aviation Safety Division, passed away at Veterans Hospital Christmas morning, following two major operations. A great loss is felt throughout the Region, for Homer, in addition to being a good employee, was always on the "helping-hand committees", CAA bowling teams, Toastmaster participant, and dealt a good hand of poker.

Born in Akron, Ohio, December 16, 1898, Mr. Stamets served in the 865th Aero. Sqdn. from December 15, 1917 to January 25, 1919 and again from May, 1919 to July, 1929 in the Army Air Corps at San Antonio, Texas. Homer entered Civil Aeronautics Administration in Santa Monica on December 2, 1940, as Aircraft Inspector.

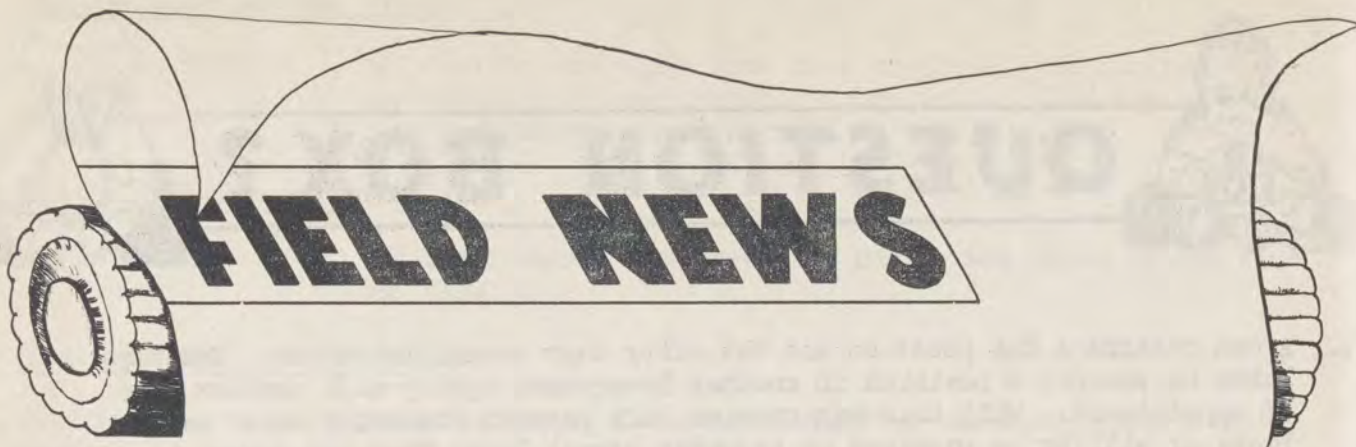
He is survived by his wife, Florine, and four married daughters, Margaret Baugh, Dorothy Larson, Pauline Engineer, and Pam Fatius.



QUESTION BOX?



- Q. A man resigns a CAA position and has sixty days annual leave due. Two days later he accepts a position in another Government agency with another type of appointment. Will this man receive full payment for sixty days' annual leave or will he be required to transfer annual leave from one agency to another?
- A. An employee who resigns from one Government agency and is not employed by another Federal Agency on the next work day is paid in lump sum for annual leave. If, however, the employee is paid in lump sum and then is employed by a Federal Agency after one day break in service under the same leave system, he will have to refund to the new agency the sum of money equal to the number of days of leave which has not been expended. He will then receive credit for the unused portion of his leave. For example: An employee has sixty days of annual leave. He resigns and is paid lump sum for such leave. Ten working days later he is employed by another Federal Agency. He must refund to the new agency an amount of money equal to fifty days' leave at his new salary rate. It must be remembered that when a person is paid in lump sum, tax deductions are made and the employee receives the net balance. In refunding money for annual leave, the regulations provide that the employee must pay back an appropriate amount including the amount which was withheld for taxes. In this case, at the end of the year when filing income tax returns, the employee will get an adjustment from the Bureau of Internal Revenue.
- Q. Everyone who submits a bid under the Regional Promotion Plan is interested in how he is rated on his promotional appraisal Form 6-20, and what his weak points are, etc. Why is it necessary that Station Chiefs submit Form 6-20 in sealed envelopes?
- A. The only reason for the appraisal form being sent in sealed envelopes is to protect the Confidential nature of the appraisal. There is no prohibition against the supervisor discussing the appraisal with his employees. However, there is no requirement that he must because of the time element. This is left to the discretion of the supervisor. In many instances, the second supervisor in line is not at the same location as the employee being rated and, therefore, it is impracticable for him to discuss the rating with the employee.
- Q. Is it necessary to show the nature of the service (such as first class, tourist, etc.) authorized and furnished on Government Transportation Requests?
- A. Yes. This is customarily indicated by the Carrier when issuing a ticket by checking the proper block in the T/R such as First Class, Coach, etc. However, if it is omitted by the carrier, the traveler should make the proper indication on the white copy of the T/R before submitting it with his expense voucher.



DOUGLAS, ARIZONA:

The Sixth Annual Arizona Aviation Conference held in Douglas on December 4, 5, and 6 was considered highly successful by the representatives of the many branches of the aviation industry who were in attendance.

Two of the highlights of the three day meeting were the addresses by Lt. Gen. Ira C. Eaker and Paul J. Rodgers of Ozark Airlines, St. Louis, Mo., who can really make an audience sit up and take notice.

Our Regional Administrator outlined the Aviation Safety Program originated by Agent Donald Houghten and suggested that the Arizona Aviation Authority promote the safety program as a project. The Wright Trophy, to be awarded each year to the flying club with the best safety record in the nation, was on display.

On the lighter side, the Bisbee-Douglas Airport Manager Charlie Jones took quite a "beating" in a skit "A Day with the International Airport Manager".

Douglasites, and their good neighbors in Ague Prieta, extend a cordial invitation to all the conferees to come back again.

STOCKTON, CALIFORNIA:

INSAC: News from Stockton is not plentiful. Operations have been largely routine for some months. The station is at a full complement with one GS-5 in training status; no one is, or has been sick; everybody got their vacations when they wanted them; nobody is planning on bidding out.

The summer workload held up surprisingly well, and another record winter season seems certain. Weather Bureau duties at this station constitute one of the major problems during this time of year. Stockton is the center of an area of 250,000 people, with Stockton INSAC the only source of weather information. It is unfortunate that so many know our phone number.

The Airport Management is in the process of moving the old Los Angeles tower to Stockton Field. There is a good chance it will be ready for use by early summer. Our spacious quarters here will miss us all then. Progress is on the march!

SANTA BARBARA, CALIFORNIA:

TOWER: Santa Barbara is on the maps - airways maps, that is. Not too long ago, the legality of traffic control by this tower in the absence of a controlled airway was under question. Now, with the recent addition of three "Victor" airways, bringing the total to six, Santa Barbara is no longer a control "oasis". Indicative too of the greater service available to pilots is the addition of the omni-range and instrument landing system, with DME scheduled in the near future. Even the low frequency range has undergone a course-shift to increase its usefulness. Approach control, departure procedures on three separate radio facilities, a choice of holding patterns and lower landing minimums further reflect the Sixth Region's programming to meet the continuing needs of pilots flying in the Santa Barbara area.

INSAC: Our new trainee James R. Becker displayed unusual presence of mind during his training at the Air-Ground position recently. A pilot called by telephone from Oxnard, California, and filed a VFR flight plan to Santa Rosa Island, stating he would call Santa Barbara Radio and confirm his departure time. When nothing was heard from the aircraft ten minutes after his proposed departure time, Becker instituted a series of calls to the aircraft, with no response. A carrier could be heard on 3105 and contact was established with the pilot by requesting a series of "Mike Keys" to acknowledge the transmissions made by Santa Barbara. The flight plan was opened, closed and a new flight plan handled for the return flight by utilizing information received on the original flight plan and requesting confirmation from the pilot by having him acknowledge by "Mike Keys".

GOLETA, CALIFORNIA:

SEMT: The maintenance gang here has been too busy keeping up the maintenance to have created any newsy items of general interest, but we might mention some old stuff for what it's worth.

On December 10th, we completed a course change on the Santa Barbara SBMRL Range, so the fly boys could use the new Victory Airways towards Paso Robles.

The local contractor who is filling in the swamp in front of our Glide Path site is having troubles with the rain. Having some 42,000 yards of dirt to haul across the airport field in thirty days is a nice chore in dry weather. The recent California Dew neatly took out two weeks and gave all hands a big headache. A new date on completion is January 15th, provided it doesn't rain. We should be so lucky.

We may also mention the maintenance gang would be most happy to see the Tower and Insac modernized; of course, this isn't news.

CAPITAL GLEANINGS

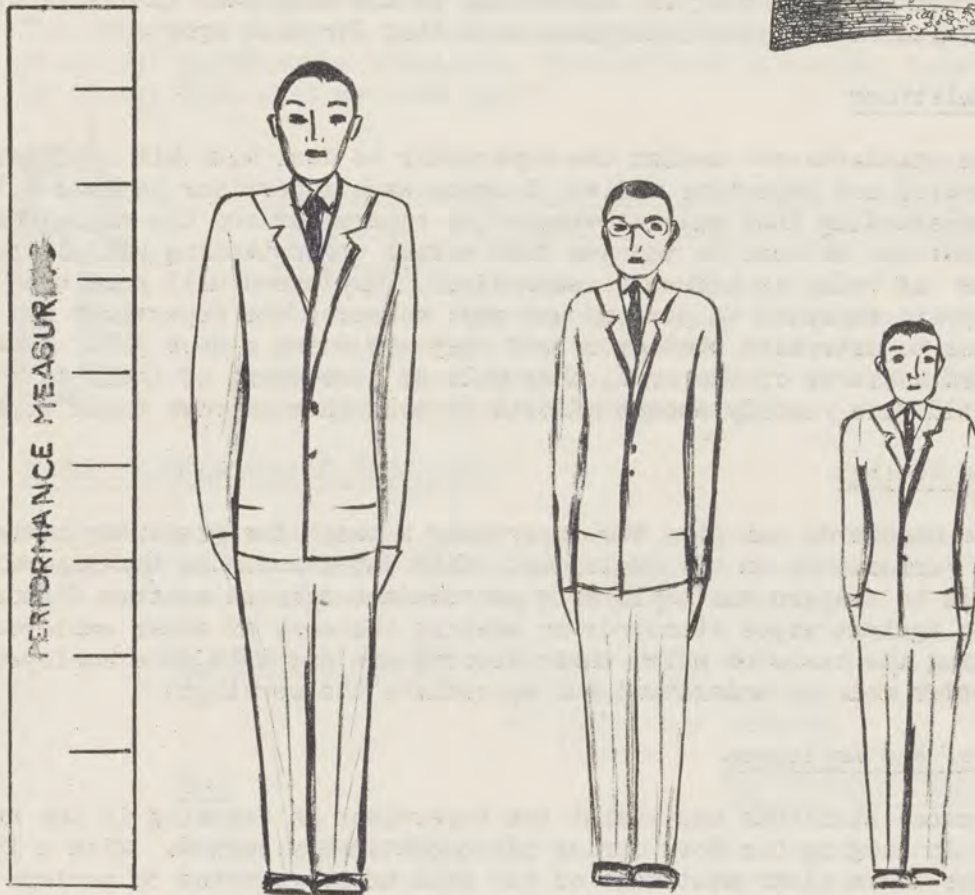
Now that the first blush of Republican enthusiasm is over, the cries of reorganization, budget cuts, and patronage jobs have decreased. For one thing, President-elect Eisenhower has remained quite unexpressive as to his views on these subjects and until they are given public airing, opinions expressed by his men must be largely discounted.

Republican planners continue to push ahead with certain proposed reforms at top speed. The objective seems to be to get as many propositions wrapped up as can before Eisenhower takes office on January 20. Target of many of the reforms will be the Civil Service System. Others include Internal Revenue (again); military spending; and the Loyalty and Security programs.

Their thinking on some of the employee issues is as follows: (1) Pay - to boost salaries in the top brackets and to set up area wage boards to fix salaries in line with salaries paid by private industry in the area for similar work; (2) Leave - to repeal the Thomas take-it-or-lose-it rider, but to require employees to take at least one-half of their annual leave earned each year and to cut back sharply on annual leave that can be carried from one year to another.

Lowering the costs of Government will be harder than it sounds. The U. S. News and World Report analysis of the situation points out that the bulk of expenditures is for defense, veterans, and interest on the national debt. General Government costs amount to \$4,100,000 a year, which covers the expenses of Congress, the courts and regular Government departments. Out of these expenses also come funds to meet the postal deficit, airmail subsidies, Federal Security outlays and grants for schools, hospital and medical care. The dollar cost for non-defense activities, aside from interest on the public debt, has more than doubled since 1940. But a large part of the rise stems from higher construction costs, higher general prices and higher living costs for Government workers. When adjustments are made for these increases, the actual outlay of Government is only 15% higher than 1940.

SUPERVISOR'S NOTEBOOK



The development of job performance standards is a means of letting the employee know just what constitutes fully satisfactory -- or "standard" -- performance of the tasks of his specific job. The foundation on which performance standards are based is that each employee is entitled to know what he is expected to do and what constitutes a job well done. Job performance standards are simply written statements of these points. They are yardsticks for measuring performance. They are evidences of what is considered good performance.

There is nothing essentially new about job performance standards other than that these yardsticks are put in writing. All supervisors have and use performance standards on all jobs in their units whether they realize it or not. Unfortunately, these standards too often are not written, are vague, and are not mutually understood by the supervisor and the employee. Sometimes they are changed by the supervisor without ever telling the employee.

HOW CAN JOB PERFORMANCE STANDARDS BE USED?

Performance Standards are not an end in themselves. They have value only to the extent that they help the supervisor do a better supervisory job and result in greater employee efficiency and greater employee satisfaction. They will have their greatest value when the supervisor uses them in his day-to-day work of directing the activities of the employees in his unit. Among the valuable uses the supervisor will find for them are:

Employee Relations

Performance standards can assist the supervisor to deal with his employees on an impartial and objective basis. Success as a supervisor depends a lot on the understanding that exists between the supervisor and his employees. Anything that can be done to improve this mutual understanding will increase the chances of being an effective supervisor. Employees will know what duties they are expected to perform and what measures the supervisor is going to use to determine whether or not they are doing a good job. Knowing the accepted measures of the work, they will be more aware of their deficiencies and will more readily accept efforts to help them improve their work.

Performance Ratings

Performance standards can give the supervisor a basis for preparing better Reports of Performance on his employees. With job standards, the supervisor will be able to compare the employee's performance against written standards rather than against vague standards or against the work of other employees. Also, knowing the basis on which their Reports are prepared, the employees will be better able to understand and appreciate the markings.

Induction of New Employees

Job performance standards can assist the supervisor in breaking in the new worker and in judging his work during his probationary period. With a list of his tasks and a clear statement of how well he is expected to perform them, the employee knows from the start what is expected of him.

Employee Utilization

Job performance standards can assist the supervisor in assigning and reassigning employees based on their specific strengths or weaknesses.

Training

Job performance standards can assist the supervisor in determining the specific training needs of his employees and also in developing the content of training to be given. By comparing actual performance against the established standards it is possible to find where the standards either are not being met or are barely being met. The supervisor can then concentrate his attention on these parts of the employee's work.

Writing job performance standards offers a real challenge. It isn't easy. In fact, it may seem impossible at first to write job performance standards for some jobs. However, the supervisor will find that if he and the person who holds the job make a sincere attempt, it will be possible to write some helpful performance standards. The first performance standards may well be a far cry from precise standards and much less objective than those which ultimately will be written, perfection will not be achieved the first time. The important thing is to keep working to improve. As one person has said about job performance standards, "Any written standards, however crude, will be better than what we have now."



Two Chinese proverbs are appropriate here:
It is better to light just one candle than to curse the darkness. A journey of a thousand miles begins with a single step. That is, it is better to develop and use crude job performance standards than to sit back and curse the lack of thoroughly precise standards. Merely cursing the lack of precise standards will never improve the situation. Improvement of the situation will only come through positive effort. There must always be a starting point.

TYPES OF PERFORMANCE STANDARDS

Performance standards are meant to point out those considerations which are necessary to the efficient completion of a particular task. Usually, they will center around items such as **QUANTITY, QUALITY, TIME, AND MANNER OF WORK.**

QUANTITY STANDARDS - These usually state a requirement of so many units of work in a definite period of time. For example:

Task

Writes letters in reply to correspondence

Performance Standard

Replies to correspondence at the rate of 15 letters per day

QUALITY STANDARDS - These generally specify the accuracy, appearance, and/or results of work.

Maintains unit files

Maintains files so that material can be located promptly in 9 out of 10 cases.

TIME STANDARDS - These require performance of a task within a certain period.

Prepares consolidated reports.

Prepares consolidated reports within three to five working days after receipt of division reports.

MANNER STANDARDS - Not all elements of a task can be reduced to quantity, quality, and time terms. Often what should be done is not the only important consideration. Manner standards indicate how it should be done.

Represents the division in a variety of meetings attended by representatives of departments and agencies.

Opinions expressed, judgement displayed, general conduct and demeanor, and accuracy of information released reflect credit upon the division.

MULTIPLE-TYPE STANDARDS

Generally the supervisor will find it necessary to use more than one type of standard to express the requirements of fully satisfactory performance for most tasks. That is to say, if the supervisor requires the doing of a certain number of units of work (a quantity standard) within a prescribed time, he will also require that the work be done with a specified degree of accuracy (a quality standard). For example, let's say the task is sorting mail into routing bins. In writing performance standards for this task the supervisor might require the person to sort between 900 and 1,000 pieces an hour (quantity standard) and not more than 2 or 3 sorting errors in 10,000 pieces (quality standard).

MULTIPLE STANDARDS OF A SINGLE TYPE

In addition to, or in place of, the use of several different types of standards, accurate and full description of a particular job assignment may require more than one standard of the same type. For example:

Task

1. Composes correspondence of a general informational nature.

Performance Standard

1a. Except for correspondence of unusual difficulty, 95% of letters are approved by supervisor without a change.

1b. In preparing letters, only occasionally is advice needed from supervisor.

Both of these standards are of the QUALITY type. Yet both are required for a complete statement of the quality required in the work assignment, since performance standards should treat individual elements of job performance separately.

There is no way to predetermine the number of standards of the same or different types which will be applicable to any specific task. Each

is an individual problem for the supervisor. They require analysis and the development of as many standards - of any kind - as are necessary to describe satisfactory performance.

THE APPLICATION OF PERFORMANCE STANDARDS

Performance standards are not meant to describe the perfect level of performance for a task. Rather, they are meant to set the SATISFACTORY standard. They should leave room for improvement as well as for shortcomings - for OUTSTANDING as well as for UNSATISFACTORY ratings.

When applying performance standards to specific employees, the supervisor should also realize that, however well drawn, they cannot give the final word. Performance standards are meant to describe acceptable work under normal circumstances. They cannot invariably hold and should not be interpreted as a goal which allows no deviations. In evaluating the employee's performance, the supervisor should consider whether the particular situation allowed the employee to live up to the established standard.

EMPLOYEE REACTION TO PERFORMANCE STANDARDS

In many cases, employees are inclined at first to resent the application of performance standards to their work. They feel that it is a means of "putting the pressure" on them.

To overcome this attitude, the supervisor should go out of his way to point up

- 1) that performance standards will be fair evaluations of normal operation and not artificial "speed-up" quotas.
- 2) that performance standards actually help the employee as much as management.

The first point can be emphasized by making certain that the entire process of developing performance standards is a joint one and not a "one-man show".

WHAT ARE THE STEPS IN WRITING JOB PERFORMANCE STANDARDS FOR A POSITION?

The process of writing job performance standards is largely one of (1) analyzing the job, (2) listing the significant tasks, and (3) writing down those standards the supervisor now has in the back of his mind and others available to him in various production records or other reports. In setting the standards, every possible source of standards should be explored. All available production or quality records or studies on the work should be considered. The more facts available and the more sources of pertinent information that are checked, the smaller will be the probability of error. Supervisors are frequently surprised with the number of standards they actually have when they are all brought together and written down. The supervisor, however, must always evaluate the appropriateness of his standards; changes in the work environment may call for changes in standards.

It can be strongly argued that an agency should begin by writing job performance standards for its highest jobs and work on down through the various levels of the organization. If the technique of writing job performance standards were at a high point of development and if an adequate corps of highly trained and experienced standards writers were available to help agencies write their job performance standards, this approach would be favored. However, neither of these conditions exists today. Accordingly we recommend that in starting to develop performance standards for the positions in his unit the supervisor should begin with the most routine jobs. These jobs are the easiest on which to write job performance standards. Pointers learned in working on these will help the supervisor in mastering some of the more complex problems he will meet in working on the less routine positions.

WRITING PERFORMANCE STANDARDS

After the supervisor has selected the position for which performance standards are to be written, here are some suggested steps to follow:

STEP 1

The supervisor should explain to the employee what he is starting out to do and how he plans to proceed. The principal objective in this step is to get the employee's active and whole-hearted cooperation.

STEP 2

Ask the employee to make a complete list of his tasks. For this purpose a "task" may be defined as a single, identifiable part of his total job that is relatively complete in itself. (See Sample Form).

STEP 3

Ask him to write the tasks in terms of the "doing parts" of his job. The tasks should be stated in terms of definite action words and not in terms of general responsibility or in such vague terms as "handles," "processes," or "assists." For example, he should write "Opens and timestamps correspondence and takes it to mail router" not "Handles incoming mail." In preparing this list ask that he take special care to be as specific, clear, and concise in his statements as possible.

STEP 4

After he has prepared the list of his tasks, review it carefully to be sure that it is a complete and accurate statement. If any changes should be made, discuss the changes with the employee before making them.

STEP 5

Next, with the help of the employee, select the tasks that are most significant and the ones on which performance standards are to be written. Exercise considerable good judgement in selecting these tasks. A list consisting of the specific, regular, and most significant tasks of the job will help, but do not include temporary, unusual, and minor tasks. Inclusion of such tasks will make the standards too long, complicated, and difficult to apply and maintain.

Opposite the task in the column marked "Performance Standards" write standards which describe fully satisfactory -- not perfect -- performance. Use as many of the ways of stating fully satisfactory performances as are necessary to describe satisfactory and realistic performance standards for the task. Use a telegraphic style of writing. Make sense - don't worry about complete sentences. Use simple, down-to-earth language that is easily understood. Use the language of the job. Use words that are as specific in their meaning as possible. Understanding and clarity are important. Be brief and concise but don't sacrifice clarity for conciseness. Evaluate the clarity of the statements by constantly asking: What do I mean? Is that what I have said? Can I say the same thing in a simpler way? Strive for

Clarity
Conciseness
Simplicity

STEP 6

STEP 7

STEP 8

STEP 9

STEP 10

STEP 11

Number the first standard for the first task "1-a," the second standard for this task "1-b," etc.

Proceed in the same manner with each of the tasks on which performance standards are to be written.

While the suggested performance standards are still tentative, give them to the employee with the request that he review them and suggest such additions, deletions, or revisions as he believes are desirable.

After he has reviewed the standards, discuss his suggestions with him. Come to as complete an agreement as possible with him on the standards. We say "as complete an agreement as possible" because mutual agreement is highly desirable. But remember that the standards that are finally set must be your (the supervisor's) standards. They must be standards which the supervisor can justify if he is ever called upon to do so.

Give these recommended job performance standards to your supervisor for his review. If he believes that any changes should be made, discuss them with the employee before actually making them.

HOW DO YOUR JOB PERFORMANCE STANDARDS MEASURE UP?

After the supervisor has prepared the statement of tasks and performance standards for a position he should be able to answer "Yes" to these thirteen questions:

1. Is the language simple, definite, and easy to understand?
2. Is the work of the job broken into its separate significant tasks?

3. Does each task listed contain only one significant duty?
4. Do the tasks describe the "doing" parts of the job in action language?
5. Is there at least one performance standard for each task listed?
6. Does each performance standard contain some yardstick or means of measuring the performance of the task?
7. Does each performance standard describe a reasonable and attainable statement of fully satisfactory performance?
8. Is perfection being required as the standard only where nothing less than perfection is acceptable performance for the task?
9. Does each performance standard state the range of fully satisfactory performance, so that anything that falls above the standard is outstanding performance and anything below it is short of standard performance?
10. Is each task fully covered by enough standards to provide a complete and well-rounded statement of what constitutes fully satisfactory performance of that task?
11. Are general terms and weasel words avoided in favor of definite, objective, and concrete words and phrases wherever possible?
12. Has the employee participated in preparing the performance standards for his job?
13. Do you as the supervisor and the employee have the same idea of what each of the standards means?

WHAT ARE THE PITFALLS TO BE AVOIDED?

Here are some of the pitfalls to watch out for in preparing job performance standards. This is not an exhaustive list, but covers some of the major dangers.

1. Don't put off writing job performance standards for the jobs in your unit until you feel you have the time and skill to write completely valid job performance standards.



Make a start now. Write the best standards you can. Don't wait for the ideal time to come to write them. That time may never come. In the meantime you and your employees will have lost the benefit you could have received from the use of "less than perfect" standards. Start by writing the best standards you can develop now and then work to improve them. Remember the first airplane was able to stay aloft less than one minute. Don't delay. Don't procrastinate!

2. Don't confuse procedures with performance standards.

A task is a work activity. It is what the employee actually does. A standard gives some yardstick or measure of what is considered to be fully satisfactory performance. A standard answers the question how many, or how well, or within what time limits, the task must be performed to be considered fully satisfactory performance. A standard must contain a measuring stick for use in judging how well the task is being performed.

If you believe a description of the steps involved in doing a task should be in the job performance standards, you may want to describe the procedural steps in the left-hand column under the task. For example:

Right

<u>Tasks</u>	<u>Performance Standards</u>
1. Key punches employment, payroll and hour information on key punch cards.	1a. Punches information at a rate of from 110 to 120 cards an hour. 1b. Punching errors do not exceed 5 to 10 in 1000 cards punched.
Picks up appropriate information from schedules and office record cards.	
Inserts appropriate number or series before the numbers in each field.	
Keeps records that are being punched in order at all times. Questions illegible, incorrect, or inadequately marked records before punching.	
Initials all completed work.	

Wrong

Tasks

1. Key punches employment, payroll and hours information on key punch cards.

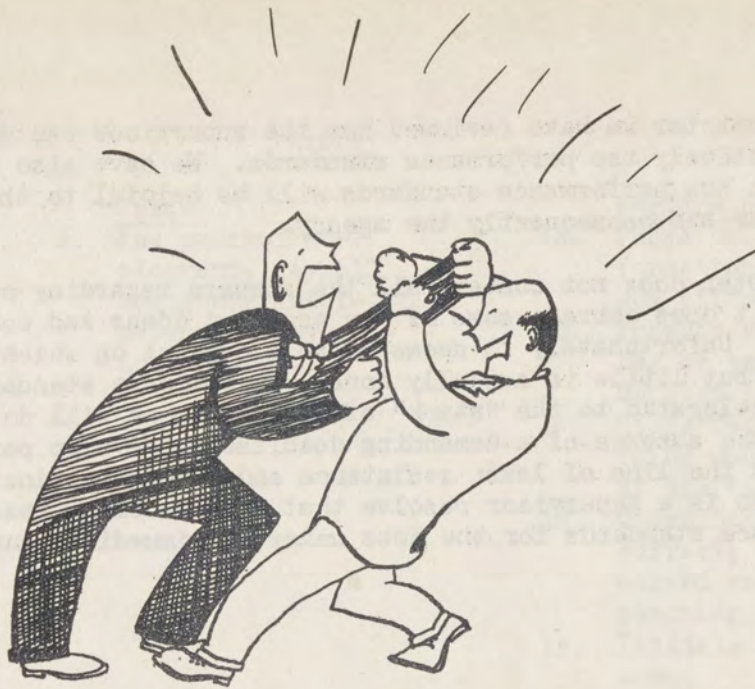
Performance Standards

- la. Picks up appropriate information from schedules and office record cards.
- lb. Inserts appropriate number or series before the numbers in each field.
- lc. Keeps records that are being punched in order at all times.
- ld. Questions illegible, incorrect, or inadequately marked records before punching.
- le. Initials all completed work.

3. Be careful of using percentages in writing accuracy standards. Percentages can be very tricky. An accuracy of 90% or 95% may sound very high. But when applied to filing or sorting of mail, a 90% accuracy allows one error in each ten items filed or sorted. That is ridiculously low! So, if percentages are used be sure that they express just what you mean. One way to avoid such a danger is to use the number of errors or deviations permitted in a specified number of items or permitted during a specified period of time.
4. Beware of standards that require "always" or 100% accurate performance. Be realistic and practical. Perfect performance is not attainable in very many operations over any considerable period of time. If in good conscience nothing short of perfect performance of a task is fully satisfactory performance, then of course use that as the performance standard. But, we repeat, be sure that perfection is a practical and realistic standard.
5. Also, be careful of setting the performance standard at the level of performance of the person currently in the job. If he is actually doing an outstanding job he will be penalized by making it appear that he is doing a standard job. Also, future employees in the job with lesser competency will be penalized by making their performance appear inadequate. On the other hand, if the current employee is actually doing an inadequate job and his performance is taken as the standard, the agency is penalized and the employee's performance is overrated. It is also unfair to other employees whose performance is being judged against proper standards.

In this chapter we have reviewed how the supervisor can develop, write, and effectively use performance standards. We have also endeavored to point out how performance standards will be helpful to the employee, the supervisor and consequently the agency.

This chapter does not contain all the answers regarding performance standards. It does embrace some of the accepted ideas and concepts on the subject. Unfortunately it seems to be a subject on which much is written and said but little is actually done. Performance standards somehow are usually relegated to the "stack" of work which we will do tomorrow. Perhaps in the absence of a demanding deadline to develop performance standards we follow the line of least resistance and -- procrastinate. Let each one of use who is a supervisor resolve that in the coming year we will develop performance standards for the jobs under our immediate supervision.



PROVOCATIVE STATEMENTS

1. Performance standards reduced to writing are cumbersome, too lengthy, and in short impractical.
2. Performance Standards can be written for all types of jobs.
3. Performance standards should reflect the desired maximum performance.
4. Performance standards are primarily developed to "speed-up production."



(ANSWERS TO PROVOCATIVE STATEMENTS)

1. False. This depends upon the supervisor. Some supervisors tend to think of performance standards as ends in themselves. This usually results in written standards which are too lengthy, cumbersome, and confusing. Most supervisors realize that performance standards are not ends in themselves. They are tools and can and should be developed in simple, clear-cut language.
2. True. Admittedly it is easier to formulate performance standards for jobs which are of the production type and require repetitive performance of simple, routine tasks. However, even in complex, technical jobs involving the performance of varied tasks of substantial responsibility, performance standards can be developed. Developing standards for these jobs is difficult, but can be done. In these jobs the supervisor must have some standards in mind at performance rating time. If he has them in mind, he can and should extract them and put them on paper.
3. False. Performance standards should not describe the perfect level of performance. They should reflect the standards attainable for satisfactory performance. They should leave room for improvement as well as indicate unsatisfactory performance.
4. False. Performance standards help the supervisor do a better supervisory job and result in greater employee efficiency and greater employee satisfaction. They are used to excellent advantage in employee relations, performance ratings, induction of new employees, training, and employee utilization.

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