

FLY BY

OFFICIAL EMPLOYEE PUBLICATION OF THE FEDERAL AVIATION AGENCY



JULY 1961

DIRECTIVES IN BRIEF

This listing is intended only for general information and as an index of current Agency Orders, Bulletins, Practices and Practice Bulletins. You can see them at your personnel office.

Agency Orders

No. 67 (4 May 61)—Provides for the organization and operation in FAA of a comprehensive flight information service in keeping with Agency responsibility and authority under the Federal Aviation Act.

Agency Practices

No. 0-2 (2 May 61)—Prescribes administrative policies governing the furnishing of uniforms and the payment of uniform allowances to civilian employees of the Agency who are required to wear prescribed uniforms on official duty.

No. 0-3 (29 May 61)—Provides for establishing and maintaining a central locator file on FAA employees who visit Washington on official business. It also requires that such visitors notify a central point on arrival and furnish information for the locator file.

No. 1-8 (3 May 61)—Section 5b has been changed to show that the designation "FAA Training Center" is to be used in all correspondence and other references in lieu of "Federal Aviation Agency School."

No. 3-002 (26 May 61)—A Table of Contents for Part 3. This replaces Agency Practice 3-002 of May 5, 1960.

Civil Service Commission Announces Revisions to Incentive Awards Program

The Civil Service Commission has approved several changes in the Government-wide work suggestion program designed to encourage Federal employees to submit additional suggestions of higher value while reducing those of marginal usefulness.

The changes, which become effective July 1, were made by the Commission following a thorough study of the 6-year program.

The Commission pointed out that during the past six years agencies have made effective use of the Federal Employees Incentive Awards program which has produced well over half a billion dollars in measurable benefits, a substantial proportion of which came from nearly 500,000 adopted employee suggestions. But CSC and Federal officials participating in the study are convinced that the full potential of the program has yet to be reached.

Intended to make Government operations more efficient and economical, the revisions provide for setting higher standards for the payment of cash awards and increasing the scale of awards for the suggestions that produce appreciable dollar savings. At the same time, CSC provided recommendations to agencies for their use in helping their employees develop worthwhile suggestions and in improving program operations.

Under the changes, the minimum cash award is increased from \$10 to \$15, but hereafter such awards will be given only when the measurable benefit to the Government amounts to at least \$50, generally assuring that dollar savings will be greater than the cost of processing a suggestion. Awards for non-measurable benefits will be on a comparable basis.

The new scale permits cash awards of as much as 5 percent of measurable benefits up to a ceiling of \$10,000 in benefits, instead of the lower sliding scale previously authorized. When measurable benefits exceed \$10,000, the percentage used to determine the award reduces on a sliding scale. However, agencies still may make individual awards of up to \$5,000 without prior CSC approval and up to \$25,000 with prior approval.

Swatek Named Chief Of Public Affairs



Phillip M. Swatek

Phillip M. Swatek, 38, Washington newspaperman, has been appointed chief of the FAA's Office of Public Affairs. The appointment was effective May 17.

Swatek was formerly a correspondent and chief of the Washington Bureau of the Cincinnati Enquirer for the past five years. Prior to that he was general assignment reporter on the staff of the Enquirer in Cincinnati for five years. He also has had newspaper experience in both Texas and Indiana.

Born in Chicago, Swatek was graduated from the University of Illinois in 1947.

A Navy Pilot during World War II, he served overseas in Morocco and in England. He was awarded the Navy's Air Medal for his service.

The new head of Public Affairs is financial secretary of the National Press Club in Washington.

He is married and has three children. The Swateks make their home at 5603 Springfield Dr., in Bethesda, Md.

Administrator Halaby's appointment of Swatek as chief of the Office of Public Affairs fills a vacancy created by the resignation of Jack A. Gertz, who held the post since September 1959.

FRONT COVER — Night scene of Washington National Airport terminal. Airport observed its 20th anniversary last month. Story and pictures on page 7.

FLY-BY
OFFICIAL EMPLOYEE PUBLICATION OF THE FEDERAL AVIATION AGENCY

Editor

Thomas J. Wholey

Associate Editor

Thomas Wright

The official employee publication of the Federal Aviation Agency. Published monthly by the Policy Development Branch. Send all materials for publication to: Editor, Fly-By, PT-20, Federal Aviation Agency, Washington 25, D. C. Telephone WO 7-4987.

Who's Who and What's What In and Around the Agency

Ten FAAers in the classification field spent the week of May 15-19 discussing current problems, any major problems that could be foreseen in the year coming up and the dissemination of general information that might have taken place in the classification area. Attending were: Sydney Sulzburger, Region 1, Joe Allen, Region 2, Max Robertson, Region 3, George Budke, Region 4, Hobart Douglass and Edward McNamee, Region 5, Stephen Sousa, Region 6, Paul Romanello, AC, Jack Harsch, NAFEC, and Lovine Barnard, Washington Personnel Operations Division . . . The Publications Planning Unit had a visitor around the middle of May in the person of one Senor Luis Valverde who is a student under a Fulbright Scholarship at New York University and a member of the Inter-American Law Institute. A man of many jobs, Senor Valverde is a practicing lawyer in Guayaquil, Ecuador, and an advisor to his government on civil aviation matters. His purpose in the visit was to gather any source material on Federal aviation control . . . Secretaries met with Division and Branch Chiefs of the Material Division, F&M Depot at the AC and accomplished much toward establishing uniform procedures with the view to expediting the flow of correspondence through Division and Depot channels . . . Up in Region 5, Alaskan cities, pilots and the FAA played host to an air caravan of the National Flying Farmers Association in June. A similar tour was made two years ago. Aircraft of approximately 50 Canadian and U. S. members were in the caravan . . . Talk about a fish story . . . Out in Region 6, where the trade winds blow, Nick Muragan was fishing from one of Canton Island's docks and caught a flying fish which he used for bait. He cast out high. A bird spotted the sailing bait, dived swiftly and snatched the fish and hook before it hit water. Nick, who was equally alert, pulled back on his rod and hooked the bird causing it to flip over and hit the water. About this time, there was a big splash—no more bird. Somebody yelled "strike" and the line went out but fast. Nick began gently to bring it in. It could be plainly seen that a good size Ulua (Jack Crevalle) was on the line. There was a mad churning of the water where the Ulua was seen and then the line went singing out again. Nick began to fight in earnest. After a backbreaking half-hour he again brought his catch into view. But the Ulua was no longer seen on the line. In its place, a very large Bass. The Bass was brought in close enough for gaff. Only it wasn't to be so. A monstrous shark took over. The shark? He took off with the Bass, Ulua, bird and line. Nick just can't seem to believe it . . . In Region 3, Walter Delear, Chief, Business Operations Section of the Operations Branch and John C. Smith, Operations Inspector at the Wichita General Office, attended a Membership meeting of the McPherson, Kansas, Chamber of Commerce. Mr. Delear, an accomplished writer, talked on aircraft in business and presented an outline of the FAA organization and a brief history of the FAA . . . David S. Williamson has resigned as Deputy Assistant Administrator of the Office of Plans to enter private industry.

FAAer Decorated

John F. Warlick of the Flight Standards Service holds a distinction which few FAAers can claim. Warlick was twice decorated by the people of another country within the past year.

While serving as chief of the Civil Aviation Assistance Group in Panama, this unassuming "Yanqui" practiced the Good Neighbor policy to such an extent that they presented him with one of their highest decorations, the Vasco Nunez de Balboa Medal in the grade of Commander.

The award, which came as a surprise to Warlick, was conferred upon him by Panama's Minister of Government and Justice Marco A. Robles in a ceremony there last March. It was made in recognition of his assistance to the Panamanian Government in administrative and technical aspects of civil aviation.

The U. S. Code forbids Federal employees from accepting foreign decorations except under certain circumstances outlined in the Standard Practice Manual.

Warlick received the medal, then forwarded it to Washington for delivery to the Department of State. There it will remain until Congress approves of its acceptance or such a time as Warlick is no longer employed by the government.

It was Warlick's second medal.

Last November, President Chiari of Panama presented him with the Gold Medal "Panama," First Class, in grateful recognition of meritorious service rendered the Officers Board of the Fire Department of Panama.

Warlick was able to retain this coveted decoration because of a technicality. The Fire Department is not considered a part of the Panamanian Government. Therefore the medal is not classified as a foreign decoration.

The twice-decorated FAAer returned to Washington in April and is serving as technical assistant to the chief of the Engineering and Manufacturing Division, Flight Standards Service.



MINISTER of Government and Justice M. A. Robles (right), congratulates FAAer Warlick after presenting him with the Vasco Nunez de Balboa Medal.

Room With A View

Administrator Halaby's recently inaugurated Management Information Center provides him with a perspective view of FAA operations. Mr. Halaby has referred to it as his "room with a 360 degree view" and "the center of directing unity and economy of action."

On April 27th an entirely new concept of improved management communication for the Agency was ushered in with the opening of the Administrator's Management Information Center.

The new Information Center is the result of three closely related studies requested by the Administrator and conducted by the Office of Management Services. These studies were aimed at improving management responsiveness and communications within the Agency.

A daily "Alert Bulletin" and a continuous communications plan with "Duty Officer" coverage after normal working hours, were the result of the other two studies. They were placed into effect shortly before the Information Center's inauguration.

The Center itself, is the hub of the

three systems. It was designed specifically for the purpose of providing Administrator Halaby and his top officials with a room where current operational information concerning the Agency's many vast and complex programs and activities are available for rapid, visual reference at all times. The Center also contains Mr. Halaby's personal schedule and that of the Deputy Administrator and Service and Office heads.

The Program Evaluation Division of the Office of Management Services under Col. Stephen W. Holderness, U. S. A., Chief of the Division, was assigned the task of establishing and operating the Information Center.

A conference room adjoining the Administrator's office was chosen for the Center. Although relatively small (14' x 16'), it was ideally located and required very little alteration.

Assisted by Office of Management Services' Visuals department and other Administrative Services Division personnel, Col. Holderness and staff transformed the room into the present Information Center in a record matter of three weeks.

This achievement was made possible

by exploiting the monthly Reports of Highlights and Deficiencies, the quarterly Program Status and Evaluation Conference Reports and the Program Evaluation Summary. In effect, the Center is the capstone to the Agency's Program Evaluation System carefully studied, constructed and developed over a 2½ year period.

Utilizing a unique system of graphic presentation, the walls were converted into display panels. These were subdivided into sections, with each section representing a major Agency Office or Service. Each of these sections were further divided to highlight the component's organization, mission, plans, resources, environment, personnel, programs and major projects. Accompanying each section are visible "Kardex" type pockets in which Analyses pertinent to each chart, a copy of the current Highlight and Deficiency Report, and current Highlight and Deficiency Postings are displayed. A U. S. Weather Map is posted early each morning in the Center.

Initially approximately 92 charts, of which roughly 62 are vertical or Service and Office program charts, were posted. Two sections entitled "Summary" and "Composite"—both directed toward the "across-the-board" or horizontal look at the Agency's programs—were also included in the space allotment. Eventually the design calls for a maximum of approximately 218 charts.

INFORMATION Center (left) showing wall space and table-top utilization. Room's creator Col. Holderness looks on as Deputy Administrator for Administration Alan L. Dean and Administrator Halaby (right), examine H&D Report.





RIBBON cutting by Administrator April 27, officially opened Center.

The Center is made a dynamic force in the Agency's management through the provisions made for updating of the charts and for bringing other significant information to the attention of the Administrator on a daily basis.

At noon each working day the Offices and Services furnish the Program Evaluation Division with information on developments, problems, accomplishments and other items of significance for posting in the Center. All items are written in condensed, headline style, and submitted on attention-getting, salmon-colored 3" x 5" index cards for placement with the pertinent chart or for insertion in the H&D Postings. Salmon colored arrows are used to call attention to new charts or material. Thus each day, the Administrator's attention is directed toward the new material posted. The arrows are removed daily following his viewing of the material. Small red arrows are used to highlight problems, and are not removed until the problem is resolved.

It was thought that every inch of usable space had been exploited in the design of the Center including the back panels of the doors and the conference table-top, but Mr. Halaby, looking at the wallspace between the top of the charts and the ceiling said, "there's space for Project Horizon."

Located on a small table in one corner of the room is a "Call Director" with speakerphone attachment. The "Call Director" has "hot-lines" directly to each Service and Office head which enables Mr. Halaby to contact them

without leaving the room.

When away from Washington, Mr. Halaby uses these facilities to conduct staff conferences via long distance telephone.

Administrator's Alert Bulletin

The Administrator's Alert Bulletin, another phase of the improved management communications program, is posted just inside the door of the Center. Its purpose is to provide the Administrator with a daily digest of significant developments or events of the previous 24 hours having political or public relations impact and about which he may receive inquiries during the day from high officials of the Executive Branch, Congress, the aviation community and the press.

Items for the Alert Bulletin are derived from a variety of Agency sources as well as newspaper, radio and television reports.

In the Washington area, heads of the various services and offices, furnish alert items in writing prior to 9:10 a.m. daily. These are sent to the Special Assistant to the Deputy Administrator who is responsible for compiling the Bulletin. Within 15 minutes, the published Alert Bulletin is posted in the Center.

Regional Managers and Manager, Aeronautical Center report any alert items generated within their boundaries to Washington via teletype at the close of each working day. Items of significance which might develop overnight are phoned to headquarters early each morning.

Communications Center — Duty Officer Plan

The third and final system adopted from the communications study consisted of establishing a Communications Center to provide 24-hour service and the implementation of a "Duty Officer" system during other than normal working hours.

Although physically separated from the Administrator's Management Information Center, they directly support its function.

The new Communications Center is located on the first floor of "B" wing of the Agency's 1711 New York Ave., N.W., headquarters in Washington.

Responsibility for its operation is that of Management Service's Administra-

tive Services Division. It provides the Administrator and Agency with 24-hour coverage of teletype, telephone, and cryptographic equipment; message service to meet daily reporting requirements; maintenance and operation of a locator file system on FAA key personnel, Government and aviation officials, visiting personages and duty officer personnel; a reception service; and referral of calls or messages needing duty officer attention.

In addition to the regular technicians who operate its complex equipment, the Communications Center is staffed, at all times by a Communications Officer who directs its operations and makes decisions regarding disposition or action taken on all incoming messages. He is not to be confused with the Deputy Officer.

Duty Officers consist of principal officials of the Agency designated by the Administrator. These officials serve on a rotation basis, during other than normal working hours, including weekends and holidays.

Officials having duty officer status need not be confined to their homes but may move about, as long as they maintain telephone contact with the Communications Center.

Thus the communications within the FAA have been modernized to keep pace with today's jet age, and to anticipate tomorrow's supersonic era.

ADMINISTRATOR reviews correspondence in his new Information Center.



VETERANS' CORNER

Questions received by the Veterans Administration concerning veterans' benefits, and answers supplied are presented as assistance to FAAers.

What is the minimum amount of my GI term insurance that I can convert to a permanent plan?

The minimum amount is \$1000. After that additional amounts may be converted in multiples of \$500.

Who gets top priority for VA hospitalization?

First priority goes to veterans requiring hospitalization because of service-connected disability. But over and beyond this, a medical emergency in which immediate hospitalization is required to save a life takes precedence.

How does a veteran go about getting hospitalization when he is living in a foreign country? What sort of hospital would he be placed in?

He should contact the nearest U. S. Embassy. To be eligible for hospitalization from the VA abroad, he must have a compensable service connected disability for which he requires treatment and be residing in the foreign country only temporarily. He may be placed in a hospital of that country or in a U. S. military hospital overseas.

Washington Visitors Required to Report To Central Locator

A central locator file has been established and is being maintained on FAA employees who visit Washington on official business.

This is one of the collateral objectives of the Duty Officer-Communications Plan; to provide locator information on FAA officials, including those visiting Washington. This information expedites the contacting of officials during duty and non-duty hours.

Here's the procedure you follow as soon as possible after arriving in Washington:

- If you call from outside during normal duty hours, dial WOrth 7-2166; or dial extension 2166 if calling from an FAA telephone. After duty hours, dial WOrth 7-2434.

- If you desire to register in person, contact the receptionist during normal working hours, or the communications officer after duty hours, in the lobby of B Building at 1711 New York Avenue.

You should provide the receptionist or communications officer with your first and last name; organization, e.g., ATM Field Division No. 4; expected duration of visit; and contact point for messages during normal duty hours and after duty hours.

It will be your responsibility to promptly advise the receptionist or communications officer of any changes in this information.

Many FAA "Saves" Attributed to Blood

Not all "saves" stem from alert, dedicated FAA air traffic control personnel "talking down" a lost pilot caught in weather conditions beyond his capabilities. Many FAA "saves" are attributed to the free flowing blood of FAA employees who, unheralded, join the airways, airport and flight service specialists in the Hall of Fame's "unsung hero" category.

"Concern for one's fellow man" is the core of Region Four's blood donor activities. Recently the Red Cross made a special appeal for persons with A-positive type blood to report between the hours of 12:00 and 12:30 p.m. A small boy was suffering from a heart ailment necessitating open-heart surgery. At least 22 pints of blood were needed. Although not a single FAA employee knew this nine-year-old boy, their calls began flooding in immediately after the appeal. Scheduling was quickly arranged and 114 FAA volunteers participated in a smoothly handled program. A nine-year-old's life was saved.

In Alaska, whenever there's a need for blood, either for an FAA employee or others, FAA volunteers are solicited. Blood types are made known through emergency readiness cards. Those with the proper type are contacted. If an FAA employee requires blood from an outsider, the blood is replaced by FAA donors. This is based upon the old pioneer Alaskan concept that if a man uses the cabin and firewood of another, he chops an equal amount of wood and leaves it as replacement.

Region Three has a blood donor group organized within the Regional Office consisting of 270 members, and only members are permitted to draw on the blood bank as needed.

FAA's Washington office has a formalized blood program wherein if 20 percent of the Agency's Washington employees donate blood, all area FAA employees and their immediate families are eligible to receive as much blood as is needed to meet all emergencies. Since January 1 of this year, 13 calls for blood were made on the FAA's Red Cross blood bank, and all needs were met, thanks to the Agency's "unsung heroes," the blood donors.



FRAMEWORK for three of the sixteen 65-foot concrete pillars for Dulles International Airport's modernistic terminal roof is shown being installed.



PILOT'S VIEW of Washington National Airport showing it undergoing early construction and as it appears today.

Birthday For WNA

Washington National Airport, a familiar sight to millions of air travellers throughout the world, observed its 20th anniversary June 16.

One of the busiest airports in the U. S., Washington National was first opened June 16, 1941. A major portion of the land that it now occupies is reclaimed from the Potomac River.

When commissioned in 1941, only three scheduled airlines operated from its runways. Today, 12 scheduled airlines use its facilities.

Better than 5,000,000 passengers a year arrive and depart this busy terminus which has played host to kings, queens, presidents and other world notables.

In 1960, WNA was surpassed only

by Chicago's Midway Airport in total number of itinerant operations. It ranked fourth highest for total operations throughout the nation.

WNA is presently the only federally owned metropolitan civil airport. Both Dulles International Airport, now under construction at Chantilly, Va., and WNA function under the FAA's Bureau of National Capital Airports, whose director is Mr. G. Ward Hobbs.

Mr. Paul F. Steiner, who joined the airport staff as assistant director in March 1944, has been serving as its acting director since last March.

Despite limited operating area, WNA's future looks bright as it continues to make improvements for the benefit and safety of passengers and aircraft.



MODERN terminal provides gateway to world for more than 5,000,000 air passengers who use it annually.



EXTERIOR of terminal (left) and its dedication by the late President Franklin D. Roosevelt (right), September 26, 1940.



AERIAL VIEW of FAA Station, Homer, Alaska, located a few miles off Cook Inlet on Kachemak Bay. Town of Homer has slightly over 1000 people.

Mayors?—Or Station Managers

THE FIFTH REGION encompasses the entire State of Alaska. This in itself is not an awe-inspiring announcement because four of our regions cover many more states — but when you consider that Alaska the 49th State covers an area one-fifth the size of the United States, you can begin to realize the magnitude of "Seward's Ice Box."

In these 365,000,000 acres of rugged mountains, forests, and endless miles of

tundra, there is only one person to every three square miles. You can readily see that the populated areas are few and widely separated from each other. To service the flying public of this enormous country, the FAA has 34 outposts of civilization situated from Annette Island in the extreme southeast 1500 miles to Kotzebue on the north-western coast; from Cold Bay on the Aleutian Island Chain 1500 miles to

Fort Yukon inside the Arctic Circle. The headquarters for these 34 stations is in Anchorage, the hub of commerce and transportation.

Probably nowhere else in the United States is the airplane a more vital part of people's lives than it is in the remote "bush" country occupied by the people who work and live on the FAA stations. These outposts are not exactly thriving metropolises. The things that are taken for granted in the rest of the United States either become a luxury or are completely non-existent, such as the family jalopy for the Sunday drive, the favorite restaurant and no frills such as dance studios and voice teachers for these pioneers in the 5th Region. Can you imagine living 4 hours by airplane from a town or city that has a complete shopping district, 4 hours by plane from the corner drug store, the local grocery, or just to see a new face?

Because of the isolation of each of these stations, and because people must live in proximity to each other while working here, it soon became evident that someone would have to be designated to keep some semblance of harmony among the various members who live in these remote spots in Alaska's "bush" country. Then too, there was a problem of carrying on the primary work that the FAA furnishes by keep-

DOG TEAM nears end. Bishop Gordon tends needy in Southeast Alaska in winter; circuits far north spring and summer.



ing in operation all of the many services that are furnished to the flying public and at the same time represent and coordinate Regional Office orders to the various working segments of all Divisions on these stations. Such an individual became known in 1948 as the 5th Region's Station Manager.

ONE of the largest problems that the Station Manager has is the coordination of people. When you say the magic word Alaska, people get stars in their eyes and draw from their backgrounds the romantic stories they have heard or read of this wonderful place. And it is. Maybe our streets aren't paved with gold. And maybe sapphires don't grow on trees. But the hunting and fishing and good basic living are plentiful, far from the smoke filled cities. The hustle and bustle of traffic is no more.

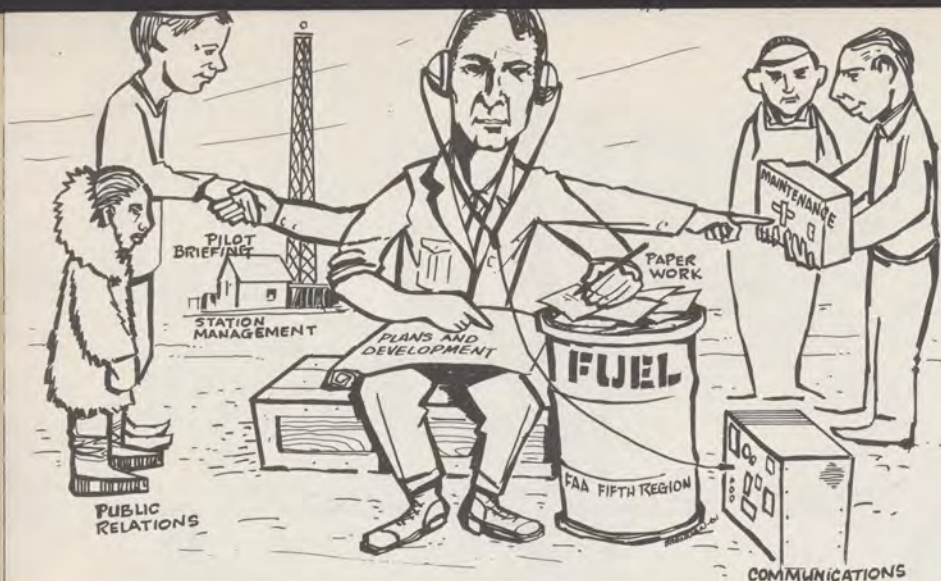
Along with the good, though, there is always the other side of the coin. It's a big step you take when you leave your safe, sure surroundings and familiar environment and try to reidentify yourself in unfamiliar surroundings. The fear of the unknown, the emotional disruption sometimes becomes more than one alone can endure. A big part of our Station Manager's job is to make this transition as easy as possible and to guide people into a harmonious working group.

The FAA is furnishing at all of the remote sites comfortable quarters. These living quarters are modern in all respects and it has become one of the

Manager John Andrews at Tanana.



SECRETARY Erma Johnson stands in front of totem. Most people think totem is symbolic of Alaska but is virtually unheard of once you leave S. E. Alaska.



This IS how Region 5's Station Managers (center) picture themselves (left) as they go about many duties of taking care

many duties of the Station Manager to see that they are maintained and repaired to provide the utmost in conveniences for the people who occupy them. At first glance this is not such a tremendous job. But let's take a closer look. A look such as you might take if you were setting up a complete household. Where do you start? Unlike you, the Station Manager has people to help him establish requirements and a quantity of conveniences that a family of from one to six will need. But his is the prime responsibility to see that these necessities of every day living are available and in good working order; replacing the worn out items and surveying those which are accidentally

broken or lost.

Hard utensils do not a meal make, so it became the duty of 21 of our Station Managers to maintain a commissary. Here a stock of staple commodities are kept. This has added another job; now he must know something of purchasing and selling in order not to overstock on some and understock on other items. He also has to aid "Cheechakos" (new comers) in the ordering of fresh vegetables and meat that are flown from the main commissary in Anchorage to these 21 sites once a month. Have you tried to order one month ahead lately? And depend on what you order to last at least that long? How much to order and how

many are but two of the questions you ask and the Station Manager is one person who can help answer these and similar questions.

This is only one of the "hats" the Station Manager wears. The others are concerned with the hard core of his job in supervising and helping supply the flying public the services they expect from the FAA and our flight service stations.

ON 20 of our remote "bush" sites, the Station Manager must do double duty. Not only must he see the "big picture" of the entire station, but he must also act as a supervisor or chief of one of the facilities; i. e., FSS station chief, SEMT, or Plant Maintenance chief; see that picture and its place with respect to the rest of the operations. This means, then, that the Station Manager must not only be a skilled technician and have a primary responsibility of keeping in operation those aids to the flying public that fall within the scope of his primary job, but he must also have a workable knowledge of what is going on in the other areas of his responsibility as a Station Manager. In these areas he does have aid furnished him by the operating Divisions in the form of District Supervisors who help him maintain the proficiency desired.

On the remaining 14 stations where we have full-time Station Managers, it becomes their duty to be able to see where each unit of operation under their supervision fits into the overall operation of the stations.

EX-STATION MANAGER, now Chief, Personnel and Training Division, B. F. Zvolanek proudly displays his trophies to show how good the hunting is.





of FAAers, their families and flying public. At right is method of supplying motor transportation to stations by a C-123.

All of our Station Managers represent the Regional Office to the employees and the public in the towns and villages where our stations are located. Public relations is one of the major tasks that these men have. Some of them must deal with the Army, Air Force and Navy, while others have the local people to do liaison work with. Then too, as a part of the regular duties, they have the responsibility of providing extra curricular activities for station personnel. This can run the gamut from the weekly bingo party to the traditional activities that have been built up over the years.

At one station, as a tradition, the men, without the aid of their wives, prepare, cook, and serve the entire Thanksgiving dinner and at this festive occasion all the families on the station eat together. The children of the people who work on these stations have to be considered and such festive occasions as Halloween, Christmas, Valentines Day and Easter are thought about and planned for many months ahead. Again, the Station Manager is in the middle of all the activities, sometimes acting as Santa Claus, the Easter Bunny or filling in wherever he is needed.

The Station Manager also provides a place for people to gather for Sunday worship if they so desire. These chapels in the wilderness must depend to a large extent on the traveling ministers who fly from settlement to settlement, much like the old circuit rider used to travel by horseback.

Sometimes the Station Manager finds

himself confronted with the possibility of acting as doctor and nurse with the people he has under his guidance. Then he provides the necessary contact with the Regional Medical Officer and the Regional Office Logistics Flight Section for emergency medical transportation for mothers-to-be, an injured child or employee.

THE Station Manager can be compared favorably with the mayor of a small community because the women of the station use the broad shoulders of the Station Manager to bring their trouble to if they find that dinner didn't cook on time or the water tastes funny or they are having trouble draining their sinks.

You can well imagine the amount of paper work, technical orders and directives that these people receive, digest and interpret in the course of a year. To aid them in this vital portion of their job, they are brought together once a year at Regional Headquarters in Anchorage for a week long conference. There they are given counsel in the operating procedures of the various Divisions with which they are concerned on their stations. At this time, they are given training in the latest developments of man-management and the philosophies that will help them in their day-to-day contact and work with people.

For some of these people, this yearly trip to the Station Manager's conference is looked forward to with much anticipation by their wives and children. It provides an excellent oppor-

tunity for shopping in the modern stores, dining in the fine restaurants in Anchorage and the chance to meet the wives and children from other stations for a social get-together or reunion of old friends. The Station Manager's conference is also culminated with a dinner-dance at one of the finest supper clubs and provides a social highlight of the year.

At this year's Station Managers' conference, we were afforded the opportunity to take part in a seminar held by Mr. Victor Onachilla, Chief, Executive Training, FAA Executive School, whom we believe one of the most able lecturers to participate in our Station Managers' conference.—By George E. Rugg, Regional Training Officer, RM-513.

MRS. Beverly Smith, Tanana housewife goes grocery shopping in commissary.



Medical Aid's Notebook

Everloving Vitamins

Do you really need vitamins? Are they the panacea for such common moods of sluggishness, irritability, and lack of ambition as portrayed on TV and depicted in various literature?

The American public has taken an increasing fancy to vitamins which are obtainable in a variety of color, size, taste and price. Let's take a closer look at vitamins.

Vitamins are chemical compounds obtained from foods. They are essential to the vital functions and proper metabolism of the human organism. Because they are valuable, dietary deficiencies may exclude their intake. Such conditions as scurvy, beri-beri and rickets have a vitamin deficiency as their basis. Deficiencies appear rather quickly on an inadequate diet because vitamins are not stored efficiently in the body.

Only a certain amount of each vitamin is required in body metabolism and unless the metabolic rate is increased, excessive intake of vitamins is useless. It may, in fact, be dangerous. Should the body already be amply supplied with dietary vitamins, any excess taken in may well not be absorbed from the gastro-intestinal tract. The vitamins then pass through the body unchanged and unabsorbed and the effect is the same as pouring pills down the drain.

While, vitamins, such as A and D, are essential to the proper function of the body, only a certain quantity of each vitamin is required. To exceed this daily requirement is wasteful and indeed may be dangerous.

Medical authorities have spoken out in such terms as: "If you are using any of these (vitamins, food supplements, tonics) without a doctor's advice, you are either fools, hypochondriacs, or both." A recent editorial in the Journal of the American Medical Association states: "All nutrients essential to the maintenance of health in the normal individual are supplied by an adequate diet." There are certain groups requiring supplemental vitamins. Among these are infants and children whose eating habits are usually sporadic, pregnant women who naturally are "eating for two," and old people

who perhaps have no teeth and cannot tolerate a well rounded diet.

So remember, before you go on a vitamin kick, solicit the advice of your doctor—despite what you may see, hear or read, vitamins will not help the apathy resulting from boredom at work and a nagging wife at home.

Lockheed Facilities Surveyed by Board

An FAA Production Certification Board established a precedent for the Agency when it conducted a survey of Lockheed Aircraft Corporation's Marietta, Ga., plant in May.

Purpose of the survey was the inspection of Lockheed's manufacturing and control capabilities relative to the issuance of an FAA production certificate for the JetStar, a multi-jet transport.

In accordance with Agency efforts to modernize its policy of making production certification rules applicable at beginning of fabrication activities, the Board was held in advance of type certification of the JetStar. This applied to all in-plant and out-of-plant fabrication and quality control activities.

Six teams of FAA personnel surveyed the Georgia Division facilities, including controls established over their suppliers.

Mr. Herbert H. Slaughter, chief of engineering and manufacturing branch, of Region Two headquarters was chairman of the Board. Assistant Chairman was Mr. Charles H. McMillen, chief of manufacturing and inspection section, also of the Fort Worth headquarters.

The production certificate will be issued by the FAA after certain changes have been made by Lockheed to show compliance with Part One of Civil Air Regulations.

The 540-mile-per-hour JetStar is powered by four Pratt & Whitney J-12 jets. It is slated to enter service later this year with the U. S. Air Force and corporate fleets.

Comments and Suggestions Are Adopted for Inclusion In FAA's Promotion Plan

Last November, a memorandum was sent out to Washington and the field requesting comments and suggestions on proposed interim revisions to Agency promotion plans.

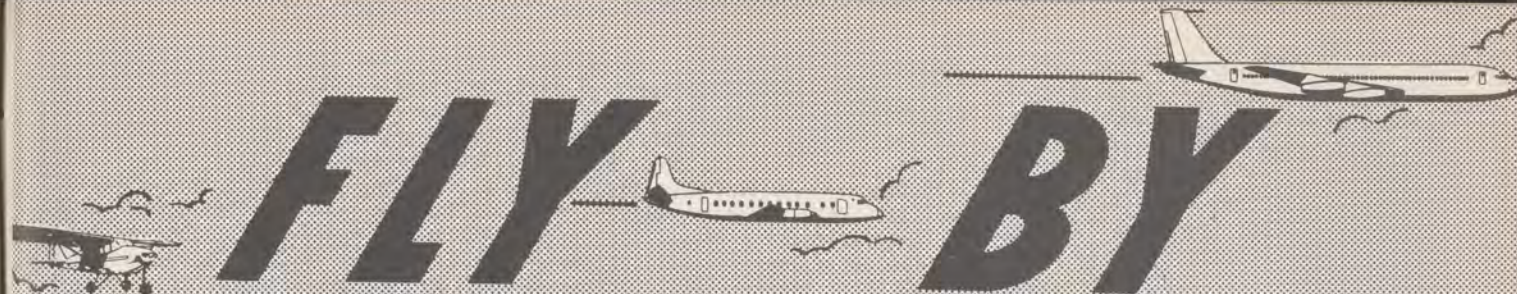
Your comments and suggestions were all taken under advisement and quite a few of them were adopted.

The additional exceptions to the Agency Promotion Plan will be published in Agency Practice 3-335.

You will be able to check the list to see if yours was among those adopted.



JETSTAR is designed to move military and business leaders to important assignments at nine-miles-a-minute speeds. It will enter service this year.



OFFICIAL EMPLOYEE PUBLICATION OF THE FEDERAL AVIATION AGENCY

SPECIAL EDITION NO. 4

JULY 1961

A MESSAGE TO ALL EMPLOYEES

The following address was given by Administrator Halaby to FAAers of the Washington headquarters on June 30. In it, Mr. Halaby expressed many of his views concerning the future of the FAA and the role of its employees.

Good afternoon, everyone. I appreciate this chance to meet with all of you again, after four months of getting to know you a little better. I think it is appropriate that I share this platform with some of our colleagues who compose the general management of the Agency, and, if I may, I am going to introduce them—you will know most of them—and give you their titles as they will be under the new organization.

Two of our colleagues, Jimmy Pyle, the Deputy Administrator, and Dr. Goodard, Civil Air Surgeon, are away, I hope in a cooler climate. If I may I will introduce these gentlemen.

Alan Dean, the Deputy Administrator for Administration; Fordyce W. Lulkart, Director of the Office of Personnel and Training; Raymond Maloy, Director, Office of International Coordination Service; Nathaniel Goodrich, Deputy General Counsel, who is with the General Counsel, Daggett Howard, who is on vacation; Phillip Swatek, our new Chief of the Office of Public Affairs; Miles Scull, our new Congressional Liaison Officer; Dave Thomas, Director, Air Traffic Service; Joe Tippets, Director of the Aviation Facilities Service; Joe Blatt, the Acting Director of Aviation Research and Development Service; George Prill, the new Director of the Flight Standard Service; Ward Hobbs, Director of the National Capital Airports; Bob Reynolds, Special Assistant to Mr. Pyle and me; John R. Kennedy, Executive Secretary of the Agency; Oscar Bakke, the new Assistant Administrator of the Eastern Region; and Arvin Basnight, formerly Deputy Assistant Administrator of Management Services and as of tomorrow Assistant Administrator for the Southern Region, and his deputy, Paul Boatman, Deputy Assistant Administrator, Southern Region.

Well, ladies and gentlemen, this is our General Management. [Applause.]

I guess I can modestly clap, because with these gentlemen behind me, who can stand against us?

I hope you will bear with me. I have a fairly long talk, because I think it is important that you understand some of the philosophies of the new Administration, that you recognize the reorganization for what it is, and for what it isn't, and that you know how you can help me and each other do this important job of safety, efficiency, and economy in the air.

This happens to be my 120th day, or fourth month, as Administrator of FAA. This is a fact that has probably slipped by you, and the Library of Congress, but it has nevertheless made quite an impression on me as an individual. What impresses me chiefly is that I even realize that it is the 120th day. The pace of this office is such that you get a little confused as to which day of the week it is, as well as which month it is. I am not much for counting up days, in a kind of jailbird fashion, but I am unusually conscious of time now, time we have spent, and I hope invested, and time we have before us, to do more.

As for the time behind us, the last four months since we have joined forces, I have a very warm feeling, particularly this afternoon.

I have been surprised once again, as so many people coming into the Federal Government from private industry are surprised, to discover the extraordinarily high percentage of dedicated, hard-working people in the Federal service. You hear so much about bureaucrats, and so little about political executives and managers of Federal policy. And that is what we should be, and I hope an even greater percentage will become. I guess it is because we deal with airplanes,

fliers, and engineers, and danger and adventure aloft as a daily business. It is that that attracts a certain kind of individual at the operating levels of this Agency, and they in turn pick out for their associates in office people who appeal to them, and to whom progress and advance has a special meaning.

There is a certain style and color about our organization that other agencies and departments just don't have. Whatever the reason, I want to say it has been a privilege getting to know you, both in Washington and in the field, for in these four months I have visited NAFEC and the Aeronautical Center, and all four of our domestic regions, and I hope as the office gets hotter to visit Alaska and Hawaii. I wish you could all go with me.

I want to thank you, too, because your welcome has been genuine and warm, and your assistance and encouragement gratifying. It has been a short time, but I already feel a part of this Agency, and I am getting a fairly clear signal on what its problems and prospects are.

Now as we look ahead to the time before us, your feelings and mine may be a bit mixed. There is encouragement, despite the difficulty and the only half-completion of our task, and sometimes at the end of a long week it seems as though you expect me to be a kind of radar-directed Hercules.

We can find encouragement in this, however, and that is the support we are getting. We are not being asked to work miracles, without resources. We now number 42,000 people in this Agency, and we have a budget of almost three-quarters of a billion dollars. Obviously, we don't stand alone, and we do have visible means of support.

We have the full support of President Kennedy, and I am happy to report, after being with him for a few minutes in the last hour, that his health and vigor are returning, and he is going off to Cape Cod with a long week-end of rest in prospect. On every single occasion that I have made requests of the President for

our Agency, he has responded in full measure. Not only has the President responded to each of our requests, but he is very much interested in our work, and he knows in what I regard as surprising depth, considering his other responsibilities, what you and I are doing. That is another advantage we in the FAA have, being in a fascinating, interesting, advancing business, and the President is as naturally interested as anyone else.

He isn't the only one. We have a new Director of the Budget, David Bell, and he has responded with equal understanding, and has been assisting us by recommending the manpower and the money that we have requested. He is looking at requirements rather than numbers, and as a result, we have been able to get what you have said we needed to do this job.

Senator Magnuson and Senator Mike Monroney, with his active air mind, is supporting our Agency with a personal interest, and both of them with interest and counsel. Congressman Oren Harris and his committee are vitally interested in our affairs, and have made excellent contributions to it. It is rare indeed in Washington for the Chairman of an Appropriations Committee to be as understanding and generous as Congressman Albert Thomas of Texas. He and his colleagues granted us all but 2½ percent of our requests in the House, and perhaps even some of that will be restored in the Senate.

These men, like many others in Government and industry, know it is vital that the Nation's airspace and aviation affairs are well and intelligently managed. They realize that we are no more than on the threshold of our future aloft.

Other feelings come in upon us, and it isn't discouragement, but a very sobering feeling that you get after four months, if you are in Washington in the FAA. We have the confidence of the President, the important leaders, and the country, I think. They have given us what we have asked in remarkable fullness, and they have given us a great responsibility, and obviously, we must not fall short or buckle under it.

The Future

That is what I want to talk to you about today, if I may. It is the end of the fiscal year, the calendar term by which we measure what the Nation has given us of its resources to do the job they have assigned to us. It is time to make an accounting, not in the legal way, which we will do in the course of events, but it is the future. What have we learned? Where are we going the next 100 days, the next year, the next four years? We have money to do this job, as big as it is. We have the people, we have

the challenge, we have the assignment. No less important, we must manage our own affairs, 42,740 people, as efficiently and economically as we can find ways to do so.

In the very broadest sense, we must serve the aviation needs of the entire Nation, and serve them well. Now to do this, we are reshaping and modernizing our organization. The decisions that we make and the actions we take today are crucial to the progress of tomorrow. These actions and decisions must be the right ones, not just the quick ones, or the popular ones, or the simple decisions, but the right decisions. We have got to build an organization to make these decisions and follow through. It has to be live and responsive, one that is dedicated to serve, one that is modern in structure and ideas, one that really reflects the progress and vision of the industry with which we deal. It must be one FAA, not four or five separate FAA's. We must find new ways and methods of doing our jobs in unity and with economy. We must solve our problems at their source, and we must truly be one FAA, and clearly reflect one image in all our actions.

I would like to discuss the changes under way. To some of you they will be meaningless, as remote from your level, but I hope you will try to grasp the central idea that organizational structure alone is not the solution. We must establish management principles and ethical standards as well, a credo, or code, by which we can all become more efficient managers, and more responsive employees. There are many ways in which I, and everybody else in authority within the FAA, can help create the climate wherein this is possible.

First, those in authority must make every effort to put the right people in the right jobs, to assign definite and clean-cut responsibilities, to provide opportunities for training, development, and advancement from within the Agency. Then on the other side of that coin, those in authority, including myself, must have the sensitivity, perception and courage to act when there is really no job in the FAA for a given individual. It may involve a transfer; it may involve something more conclusive, if the facts warrant it. But we must be prepared to face up to this problem when it confronts us, close and unpleasant as it may be. Call him or her in and give the candid word, which may be the beginning of a new career, and it may be most considerate, too. This may sound a little hard, and it is. We must be in this together. We have a massive Agency, we have a massive job ahead of us, a lightning-fast, potentially explosive situation we live with day in and day out while we do it. We have the President's directive to do this job, the mandate of the entire country. Perhaps there is room for nice fellows and Aunt Nellie's somewhere in this Government, but it can't be in the FAA. This is going to be as clean and hard and as fast as the jets

we cope with. If that sounds tough, consider the people who are prepared, and who are tackling this job, and have the energy and will to pull their weight in a jet age Agency. They will not only be understandably resentful of the drones, they will be hampered, held back by those who sneer, by the cynics, by the tired ones, and I am glad to say there aren't very many, but there are too many, and there is no room for them in the FAA at the speed we are going to travel, and the distance we are going to have to cover, if we do what is expected by the Nation. And once we get the right person in the right job, and give him the authority and the chance to move as fast as he can go, we still have further responsibilities. We must keep them advised of goals and policies and operations as far ahead as possible, to encourage better understanding throughout the Agency. We must provide the right tools and resources, and the methods to accomplish the tasks we assign. To assure the continuity of the wisdom in our affairs that we need, to assume that those who have been in this Agency broadly and deeply, we are establishing today a Board of General Advisors, who will advise me and you from this breadth of experience. They will be put in a position where they no longer have the administrative day to day chores of the past, so that they can give us, from their wisdom, the lessons they have learned.

I think you will agree that the President in his State of the Union message expressed the right attitude toward Government employees, and certainly FAA employees, when he said, "Let every public servant know, whether his position is high or low, that a man's rank and reputation in this administration will be determined by the size of the job he does."

To me a position in Government, regardless of its rank or grade, is more than a job; it is a trust, and the officers of Government are the trustees. Both the trust and the trustees are created for the benefit of the people. There can be no dissent from the principle that all officials must act with unwavering integrity, with absolute impartiality, and complete devotion to the public rather than a personal or private interest. This principle must be followed by every one of us, not only in reality but also in appearance. It is a sobering feeling, as I stand to talk to you, realizing that you and I have the responsibility to guide many of the aviation affairs of the Nation, at this time of crisis.

What Is Happening

Now let's take a look, with those remarks as a preface, at what is actually happening in the FAA. It is only natural, when any kind of organizational changes are announced, to wonder "What does this change mean to me?" To allay any fear you might have of a managerial upheaval disrupting your life and job, let me tell you what we plan to do, and how and when we propose to do it.

Beginning tomorrow, July 1st, we start an evolutionary, step-by-step change in the Agency's organization. I would like you to think of this move as a gradual modernization of the Agency's structure and philosophies, recognizing that the Agency is only two years old. Under this plan, there will be three deputies, in Washington, and they will be directly responsible to me for planning and directing the operations and all of the affairs of the Agency. The Deputy Administrator, the other Presidential appointee, will serve as General Manager of Agency operations. And he will be primarily responsible for the coordination of the activities of the regions, and the following Washington Services: Air Traffic Service, formerly known as the Bureau of Air Traffic Management; the Aviation Facilities Service, formerly the Bureau of Facilities and Materiel; the Flight Standards Service, formerly the Bureau of Flight Standards; Aviation Medical Service, formerly Bureau of Aviation Medicine; International Aviation Service, formerly the Office of International Coordination; and these are named Services because that is what they are, and that is what they had better be. Bureaus in the mossy sense, they are not.

Then we hope, Congress willing, there will be a National Capital Airports Corporation, perhaps not this session, hopefully next. The Deputy Administrator for Plans and Development will direct and coordinate our long-range planning, research and development programs, and he will supervise the Office of Plans, and the Aviation Research and Development Service.

The third Deputy for Administration will have the Administrative Management Programs of the Agency. He will be responsible for supervision of the Office of Management Services, the Office of Budget, the Office of Personnel and Training.

No change in the Offices of General Counsel, Public Affairs, and Congressional Liaison, which will continue as staff offices, to the Administrator.

Each of these Services and Offices will be headed by a Director, and the positions of Assistant Administrators' for Plans, Management Services, Personnel and Training will be abolished. Also, a new position, on a trial basis, that of military advisor to the Administrator, has been created. Each of the regional offices will be headed by an Assistant Administrator, who will be responsible for the direction and execution of all programs in a prescribed geographic area, subject, of course, to policy direction and program guidance and performance review from Washington.

And under this concept of operation, the span of supervision from the regional offices to the field, in some sections of the country, is too large. The region that stretches from the Carolinas down to Puerto Rico across to the Panama Canal, and back through Texas and up through the southern central states was too large,

and we have decided to spit it, and to open a new regional office to be responsible for programs in the southern part of the country, with headquarters in Atlanta, Georgia.

Starting anew, this regional headquarters will be established as a model region—lean, clean and streamlined.

Concurrently, we are inaugurating a study and plan in the Eastern Region, with headquarters in New York, formerly Region 1. That will be coordinated with the plans of the new region, to produce transition plans that can be applied to the other regions: Fort Worth, Kansas City and Los Angeles.

The Regions in Alaska and Hawaii will remain the same, and the Aeronautical Center and NAFEC for the present will remain in the same organizational arrangement. The timing of these changes must of necessity be flexible. We are not talking about a revolution here. We are talking about proving our way as we go, step by step. I hope that we can begin the actual establishment of the new Southern Region to include preliminary staffing within the next 60 to 90 days, and that this new region will be able to assume at least a part of its responsibilities by January 1, 1962, and be fully staffed and operating by July 1962.

You have met today the two men who have been placed in charge, and the first appointee to the Board of General Advisors, the former Regional Manager in New York has been assigned to assist them, since he was formerly the Regional Administrator in Fort Worth.

Transition and changes in other regions, that is, 2, 3, and 4, will take place as rapidly as practicable, and we learn the lessons from these two moves, and have some reasonable period of evaluation to go on. All of you will be kept advised, and we will officially announce changes as soon as it is possible to do so. In the interim, I ask that you continue to operate under the same authorities and procedures that exist today, with respect to the unchanged portions of the organizations.

Now I have heard these plans and changes referred to by many names. Some have called it a bloodless revolution; others a reorganization, returning to what I thought we should have had all along; still others a genuine shakeup or a seasonal reorganization of the Agency. I hope it is none of these. I like to think of it as one of modernizing the Agency, and pacing and gearing it to the job as it has evolved over the last several years.

A Modern Agency

By using some well-established and proven management principles of Government and industry, I think we will be enabled to provide more responsible, comprehensive and coordinated service in the field, as well as a better management of all the resources. This is a modern age, and we are working with a modern industry, and we therefore must have a modern Agency. Since our programs and

services are actually accomplished by people in the field, we must place the operational responsibility, authority and management resources in their hands, so they can do the job. It is much easier, more efficient, and makes more sense to resolve operating problems at their operating source, and this we must strive to do. This is not just delegating from Washington to a region; this is pushing the responsibility and the authority for decision right down to the man on the spot, as much as can be done in an Agency this large.

Our organization must be solidly built from the field up, rather than from Washington down, and this is a monumental task that I hope you will join me in doing.

It might appear to you at first that this management philosophy will decrease your authority and responsibility here in Washington. Far from it, in my judgment, it will heighten these authorities and responsibilities. Instead of trying to operate the Agency from here, you will be managing the Agency from here, and that means spending more time on the policy, on the program, on the standards, and reviewing the extent to which the policies and programs and standards you have set are being followed by the men on the spot.

This will take more discrimination. It may thwart those who think we can run anything from a piece of paper at a desk here, but in the real sense, in the true sense of government by people for people, I think this will work better and will be more rewarding, if you get with it.

As you probably have heard, we have established as part of modern management of a modern agency, a general management center, located adjacent to my office. It is equipped with charted and descriptive information that will provide at a glance, like a 360-degree sweep of a radar, what the Agency's goals and rate of accomplishment of these goals is from day to day. A daily alert bulletin, to which many of you are making helpful contributions is one item of information used in the management center by all of those here on the platform. It alerts us to the significant problems and items of information that should be of current, urgent concern. One of the main ingredients of sound management, of course, is good communication. I believe this applies to the communications within our own organization, and I am sure it has been true in our relationships with the industries and people we serve. We have made a start in getting better printed communication with the aviation industry through our Aviation News. I am hopeful we can improve this publication, so it might become the Agency's official publication, carrying accurate and current background information about our plans and programs and policies.

These plans are of great concern to you. You can each make a contribution by being familiar and conversant with them. I think it should be a matter of course

that you know these plans and policies and programs. Not only that, I think you should know the reasoning behind them, the why as well as the what, and you should support these plans and policies, because it is on my head the hat sits list, and where the buck comes to rest. As long as I am responsible to the President and the Nation for the performance of FAA, I must be sure that we have one FAA to run, not your FAA but the Nation's FAA; not my FAA, but that of the USA. I hope it is clear to you that as an individual, I intend to run one FAA.

I also hope, with your help, to do a better job of it, for me, for you, and for the country. By taking advantage of the experience and creativity which I know exists in this Agency, and which can be raised and exalted to even greater performance, I know we all will get with it.

To take advantage of this, I would like to set aside two hours each Monday afternoon, from 1 to 3, when I am in town, during which a ten-minute appointment will be given to any one in the FAA who wants to see me and state his problem. I ask only this in return: That you give me the facts as you see them, state the problem, state the various solutions to the problem that have occurred to you, and then tell me your solution, and leave, at the end of ten minutes. Not that this is a great favor, or a thrill, but it is an opportunity for you and I to get together, for you to tell me directly what is on your mind, not your gripe, or your beef, or your pet ideas, but a problem, your solution, that I can help with. I don't mean for you to go over the heads of your superiors, but I do mean to give you this opportunity as a member of the FAA family, to talk it over for ten minutes. We won't do this by appointment, just come to the conference room on the second floor of the headquarters building at 1711 New York Avenue, and we will talk to you in the order of your arrival. Our own employees are our most valuable assets, and I believe it will be productive for all of us to set a little time aside to give the thoughtful, creative ones a chance to create.

We are establishing a modern FAA employee recognition program. Considerable work has been done on such a program, and I hope that in the very near future, we can adopt a program which will provide genuine incentives to all of you. I want to establish a distinguished service medal in the FAA, with the character and prestige of other nationally known awards of recognition, such as an award to be available to Agency personnel, to military personnel, even to persons not employed by the Agency. I also have in mind an exceptional service award, among others, that would be available only to Agency employees, but would carry national recognition and substantial monetary award appropriate to the accomplishment. It was a thrill for me to find that we could, if the merit is there, award a \$5,000 cash award, on

our own authority, and a \$25,000 cash award upon our recommendation to the Civil Service Commission, and their approval.

Now that is not an incentive to be sneezed at, and I hope it will be a carrot for which you will reach.

If you got one of these every year, it would not be bad pay in the Federal Government, and that is not impossible, but it will take a superlative effort. I just tell you, it is there, for you to work toward.

I am very happy to report to you that we are at last making some progress toward the establishment of a Federal Aviation Service within the FAA. We have not reached agreement on legislation with the Department of Defense, and we may not be able to do so to their complete satisfaction. If we can, the matter will be resolved, and we will proceed in the manner which the President decides. In any national emergency declared by the President, the Federal Aviation Service, composed of selected air traffic controllers, tower operators, flight inspection personnel and maintenance personnel would become a special arm of the Department of Defense. In fact, all of us would be responsive to the Secretary of Defense, and through him to the Commander-in-Chief in wartime. It is necessary, however, that we have some special responsiveness to the military in a national emergency. We would try in this legislation, in this Federal Aviation Service, to see that our people, our specialists remained in their specialist positions, to see that they got the same veterans' benefits as the members of the other wartime services, and I think it would be gratifying for many of you to realize that your government considers your civilian occupations sufficiently important to continue you on your present job in case of war or national emergency.

I am even more pleased to tell you of the cooperation and assistance that the Agency has received from Mr. John Macy, the new Chairman of the Civil Service Commission, and his colleagues. Together we have come up with some very helpful reclassifications, and ideas. Now we have a tangible benefit in one class of our employees, certain of the active air traffic controllers have been given improved grades, and may ultimately receive retirement benefits.

Intensive study by the Civil Service Commission is now under way with regard to Flight Service Station personnel in an effort to give them a more equitable pay scale for work on the flying line. It may appear that we are concentrating solely on the controllers, to the exclusion of the other employees, but that is not the case. Next we are going to bat for those pilots, engineers and maintenance men who live under the pressure of their operating jobs in the field.

I will continue, I pledge you, my personal effort to improve the position of each service and its employees including

technical, clerical, and administrative positions. I know well that each of you, regardless of assignment, plays an important role in the business of this Agency.

I welcome this opportunity to tell you what we are, and how we are going about building a modern Agency together. As President Kennedy said in his Inaugural Address, all this will not be finished in the first one hundred days, nor will it be finished in the first thousand, but let us begin. Let us start to build not only a government agency agile enough, strong enough to meet the challenge of today's jets, but tomorrow's supersonic transports, air buses, and the whole spectrum of general aviation program that we can help bring to this country. The President and the country are looking for a system that will make flying safer and safer, an every-day occurrence, not just for ten percent of the people, but for 80 percent of the people, in a sky made more valuable, more accessible, for the greater good and for the greatest number of our countrymen. This is our job, and we must keep in mind that FAA was not born out of suspicion of man's behavior in the marketplace, or his inability to manage fairly the resources of this country; the FAA from its beginning, as the CAA, was created to help men use their newly found wings more safely, more profitably and more properly, and we have a responsibility to encourage and promote Federal aviation.

We must make this system, and we must make the system we make work. We exist to help man fly, and to protect the public, and these regulatory responsibilities of establishing the results and hearing the complaints, and enforcing the results, must be administered with wisdom, with sensitivity, and we must obtain compliance or enforce it. This is not any part of our attitude; I hope it will be a sharpening of our attitude, and greater precision in the equity which we dispense to the aviation community. Certainly as the airways become busier, there will be no room for individuals who cannot or will not be helped, who cannot or will not learn, and who have little concern for the other fellow's neck, and we must not be reluctant to move in on these cases. The aviation community, the country, has every right to expect us—they will demand that we do it—and together we will do it as the airways become busier. The aviation community and the country will expect us to develop the kinds of airways, the kind of rulings of the road, that will insure safe passage; they will demand it, and that is our job. There will undoubtedly be some who will wail against the action we take in the common good; there always are. But let us keep in mind that we serve all of the aviation community, all of the people, all of the Nation, and let us build wisely, with understanding, with a sense of humor, but let us build!

Thank you very much. [Applause.]

FLY BY

OFFICIAL EMPLOYEE PUBLICATION OF THE FEDERAL AVIATION AGENCY

SPECIAL EDITION NO. 5

JULY 1961

Many Specialists in FSSs In Line for Grade Raises

The Civil Service Commission once again has acted quickly and with considerable insight on an important FAA classification proposal. The Commission has authorized the Agency to proceed with actions which will raise the grades of many specialists in Flight Service Stations. As is the case in Centers and Towers, the Station raises may be made effective as soon as the necessary administrative action can be taken. The adjustments will be reflected later in a comprehensive revision of the Air Traffic Control Specialist classification standards.

In its report to Mr. Halaby the Commission followed the procedure applied in the evaluation of new Center and Tower activities. Grade findings are tied to functions rather than to specific positions. Military Flight Service is recognized as a new function. The PIREPS, weather briefing, and flight following programs are incorporated in the Pre-flight Assistance, and In-flight Assistance functions. An individual position will be classified at the level of the highest grade function which is a significant part of the job.

The box-score of findings in the report follows:

	Level I GS	Level II GS	Level III GS
Trainee -----	5	5	5
Interphone -----	6	6	6
Military Flight Service -----	7	7	7
Pre-flight Assistance -----	8	8	8
In-flight Assistance -----	9	9	9

One of the results of the CSC action is the elimination of the aircraft contact and flight plan count as a basis for grade distinctions. A very beneficial effect

of this change is the elimination of the threat of down-grading which so many Stations faced when their counts began to drop off. This is a bonus in the generally favorable CSC decisions.

The Commission's reasoning in eliminating grade distinctions among non-supervisory Station jobs is stated in their report:

"The changes which have occurred in the (In-Flight Assistance) function, and in the level of competence required . . . have served to eliminate the distinctions which formerly placed the function in different grades according to the volume of traffic serviced by the Station." The knowledge requirements in all Flight Service Stations are similar and, "there is a comparable level of difficulty and responsibility regardless of the workload volume of the Station." . . . "The full performance level involves a complete rotation through all of the functions of the Station." In some cases the specialist performs all of the functions in the course of a single shift. In others, the specialist rotates through the various functions, but may specialize on a single type of activity during a shift. The Commission concluded that with the changes which have occurred, "the elements in these work situations sufficiently counter-balance each other to require that no grade level distinction be made for any function on the basis of the workload of the Station."

The Commission did not incorporate in its report specific grade levels for supervisory positions. However, the need for revision of the supervisory grades was recognized, and appropriate adjustments will be made. Coordinating closely with the Commission,

the Personnel Programs Division is preparing a Supervisory Evaluation Guide which will be adopted at the same time as, or shortly after, actions begin to raise the grades of the non-supervisory jobs.

Mr. William R. Collins, of the Commission's Standards Division, made an intensive review of the Station jobs. He had an opportunity to study the job analysis and evaluation statements developed

by the Program Standards Branch in cooperation with Flight Service Station personnel. He also visited a number of Stations—Millville, N. J., Newport News, Va., Martinsburg, W. Va., Raleigh-Durham, N. C., Myrtle Beach, S. C., and Washington, D. C. One or more FAA representatives accompanied him into each facility. Mr. Pyle and Mr. Thomas piloted N-3 on the kickoff trip to Millville and Newport News.