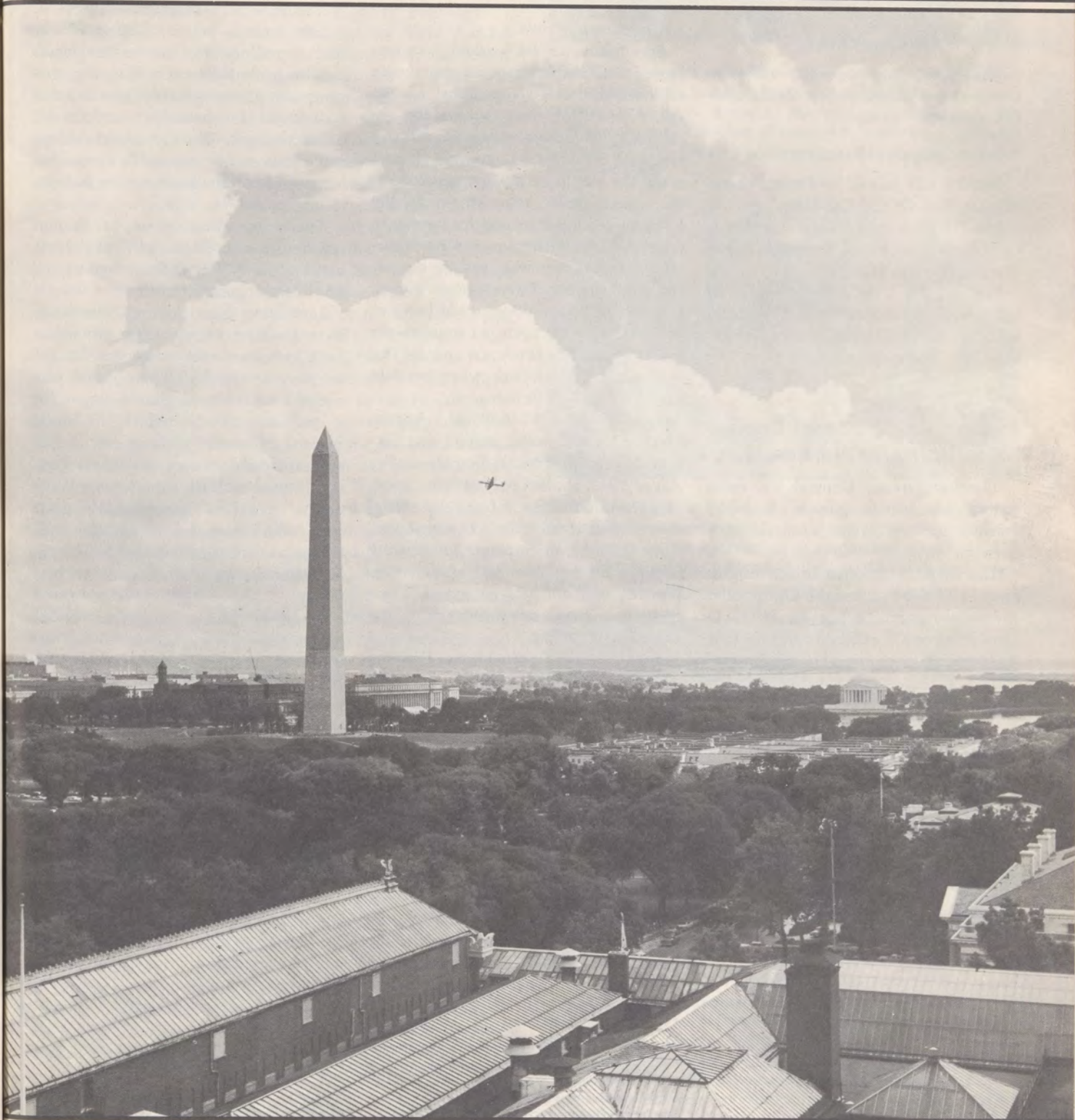


# FLY BY

OFFICIAL EMPLOYEE PUBLICATION OF THE FEDERAL AVIATION AGENCY



OCTOBER 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. They can be seen at your personnel office.*

### Agency Orders

No. 69 (18 Aug 61)—Prescribes the Occupational Safety policy of the Federal Aviation Agency.

### Agency Practices

No. 0-4 (27 July 61)—Prescribes use of term "For Official Use Only."

No. 7-1 (7 Aug 61)—Outlines Agency policy on release of Recorded Flight Communications Data.

No. 3-1100 (18 Aug 61)—Establishes basic organization and procedures necessary to implement Agency's Occupational Safety policy prescribed by Agency Order 69.

## Comptroller General Replies To Ruling on Overtime Pay

The Comptroller General has ruled on the three specific questions asked by Agency in connection with call-back overtime pay.

The FAA, as reported in the August issue of FLY-BY, asked the Comptroller to rule on overtime pay for travel in connection with call-back overtime, a problem affecting roughly 6,000 field employees.

In a 30-page document, the Agency said that at present, electronic maintenance technicians required to repair

facilities during off-duty hours, are compensated only for time spent while working on the equipment, or are allowed two hours pay for anything less than two hours labor. Travel time, one of the largest factors, is not compensable.

It pointed out that frequently it takes longer for the technician to travel to and from the facility, than it does to repair the equipment.

Specifically, the FAA asked if an employee who responds to an emergency call-back could be compensated for the entire period of time required by the call-back, beginning when he left his residence to when he returned. If not, could the employee be compensated for the time spent en route to the facility from his headquarters and for his return trip from the facility to his headquarters. If the answer was "yes" to the latter question, the FAA further wanted to know if the employee could be compensated for time spent en route to the facility from his residence and for his return trip on call-back when he does not first report to headquarters.

In his decision B-146389 of 3 August, 1961, the Comptroller replied that Section 204 of the Federal Employees Pay Act of 1945, applied only to "time spent in a travel status away from the official duty station of the officer or employee." Time spent by an employee in traveling between his residence and headquarters properly may not be regarded as "Time spent in a travel status away from the official duty station."

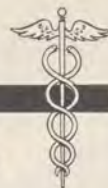
The FAA had pointed out that the majority of vehicles used by employees on call-back duty were equipped with communications and monitoring equipment and that when traveling to an emergency repair site employees normally monitored as well as visually inspected navigational aids, communicating from time to time with headquarters.

The Comptroller stated that in any case when an employee actually performs those duties, while traveling in such a specially equipped vehicle, the payment of call-back travel time would be authorized as "performance of work while traveling."

## HEALTH FOR ALL

ENVIRONMENTAL HEALTH DIVISION

AVIATION MEDICAL SERVICE



Every year, there are numerous eye injuries caused by the breakage of spectacles which contain glass lenses.

The average person, who purchases spectacles does not know that lenses can be made differently than the conventional glass lenses to which he is accustomed. For hazardous work or for travel overseas, where the surrounding conditions may be strange or dangerous, lenses which resist breakage are strongly recommended.

There are three types of shatter-resistant lenses. These are: (1) laminated glass; (2) heat-treated glass; and (3) resin or plastic lenses.

Laminated glass lenses, historically, were the first of such eye protection. Such lenses are still on the market and are very serviceable. These lenses consist of two layers of glass separated by a gelatinous film to which, in breakage, the splinters of glass adhere.

Heat-treated glasses are more commonly used and are simply glass lenses which have been heated and quickly cooled. Such lenses upon breakage crumble to a granulated powder which can be rolled between the fingers without injury.

Resin or plastic lenses are, as the names imply, not glass at all but are made of synthetic composition. Such lenses have the virtues of resistance to breakage and are of a lightness and resistance to heat sparks not to be found in the heat-treated glass. Resin or plastic lenses are excellent optically. Some additional care must be observed in their handling and cleaning for they are slightly more scratch-prone. Nevertheless, they are durable.

Price-wise any of these lenses are not much more expensive than conventional eye wear. These lenses can be made for all types of stylish frames and in all prescription combinations. Optimally, it would be best to ask for breakage-resistant frames also.

It is highly recommended that every traveler, person who works at a hazardous occupation, or individual who engages in active recreation should possess such glasses for eye protection.



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.

COVER — View of Washington from roof of FAA headquarters showing Monument, Jefferson Memorial and Potomac. Temporary buildings are below memorial.

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

EVERY once in awhile we find mixed in with our mail a letter addressed to us, but which belongs to every FAAer. A recent one from Mr. E. C. Cliff Nilsen of Eugene, Ore., is that kind. He wrote about a cross-country flight that his family made from Eugene, Ore., to Linden, N. J. and return, this spring. Here's what he had to say in part: "As one who has had some dealings with officious government employees, I went from 'pleasantly surprised' to 'completely astounded' by the attitude of the FAA personnel it was my good fortune to contact. This type of service was repeated both on the ground and in the air by every single member of the FAA. It seems your people are in the government service to be of help to the pilot. More power to you, and many thanks from the whole Nilsen family." A letter like this sort of brightens up the day. . . . SPEAKING of flights, a four man team from Aviation Facilities Service here at headquarters has flown thousands of miles in the past couple of months conducting maintenance management evaluations. They are Glenn Goudie, AF-100; John Teunisson, AF-110; John Hanlon, AF-120 and Paul Colby AF-130. In July they visited Alaska and the following month covered FAA facilities in the Hawaiian Islands. . . . THE FAA lost one of its veteran employees last month when Irving J. Rovang, chief of the Maintenance Operations Branch, for the Aviation Facilities Service, retired after 45-years of government service. Friends and fellow workers throughout the Agency gathered in Washington on Sept. 8, to honor him with a luncheon at which he was presented a 45-year service pin, a Sustained Superior Performance Award, and many gifts. Rovang joined the CAA in 1927 following service with the U. S. Post Office Air Mail Service and the Navy. . . . RAYMOND E. Bauer, Jr., of Flight Standards Service, attended a recent fly-in of the Experimental Aircraft Assoc., at Rockford, Ill. He reports that one of the exhibitors of do-it-yourself airplanes was E. L. "Gene" Turner, an Aeronautical Engineer with our Southwest Region, whose plane was a beauty. Turner designed and built the trim little single-engine craft himself. It took about 2½ years or 2700 hours to complete. . . . MOOSE season opened prematurely and with somewhat of a bang for FAAer Bob Watson, station mechanic foreman at Summit, Alaska. The Mukluk Telegraph reports that Watson was returning from Anchorage when a big bull moose jumped in front of his moving car. As the saying goes — when an immovable object meets an irresistible force, something's got to give. Something gave, mostly the front end of Watson's car. When the glass had stopped tinkling, he found his car resembled something that had tangled with a Patton tank and that the belligerent bull moose had fared the same. We were unable to determine whether the moose ended up as a mooseburger or what, but we can imagine the look on the insurance adjuster's face when he reads the part giving cause of accident. . . . JUST a reminder. We are always on the lookout for interesting articles or photos concerning the FAA or its employees for use in forthcoming issues of FLY-BY. . . .



LENGTH of service awards are presented to employees of Flight Standards Service. From left, and number of years service, are: R. A. Burbick, 20; Margaret Eastburn, 20; Arthur Schwab, 20; Cleo Ullman, 15; and Harry A. Turnpugh, 20. Mr. Byron W. Agee, not shown, also received a 20-year pin.



ICOL Charles H. Williams, AT-6, presents a Sustained Superior Performance Award to his secretary, Mrs. Dolores A. Swinney in recognition of distinguished service in the performance of her official duties, as Clifford P. Burton, OP-30, looks on.



STAFF members of Congressional Joint Committee on Printing watch Glenn Harmon compose type in the headquarters printing plant. From left, Louis Shomette, JCP staff member; Mary E. Healy, MS-100; Jack Haley, JCP staff director; Wm. E. Murphy, MS-150; and Buck Grier, Plant Foreman. Committee members praised ASD on efficient layout and effectiveness of plant operations and congratulated members of Publishing and Graphics Branch on low unit costs of plant-produced materials.

# New Kodiak Airport Dedicated

ALASKA'S Regional FAA Manager, Allen Hulen, is kept busy these days even on weekends. In the case of the dedication of Kodiak's new municipal airport, however, it was combining business with pleasure. The airport dedication coincided with the gala three day King Crab Festival which takes place at Kodiak each spring.

Air travel is as necessary to Alaska as water is to boats. This fact is not surprising when one considers the vast amount of inaccessible terrain unmarked by roads or trails. But Kodiak, like many other sea coast towns in Alaska, had until recently confined most of her flying to float, ski, or amphibious operation.

Maintenance on aircraft in seacoast areas is high due to salt water corrosion. It was figured that the use of wheeled aircraft would cut costs of maintenance by some 30 per cent. Kodiak had long dreamed of an island dotted with runways suitable for wheeled aircraft in order to better service her outlying settlements. Kodiak's dream is coming true.

Governor Egan was on hand for the dedication ceremonies at Kodiak's Municipal Airport, as were FAA Manager Allen Hulen and G. O. Kempton, Chief of the Airport Division. Civil Air Patrol officials, private plane owners, and many other visiting and local dignitaries.

The Kodiak airstrip, located at the north end of the city, is 2,200 feet by 80 feet with a gravel surface—not much by stateside standards, but highly important to the economy of this little community. The completion of the project, which started out less than a year ago as a wooded swamp, had taken the combined efforts and cooperation of local and state groups.

In a speech at a no-host luncheon at the Montmartre Inn preceding the dedication of the airport, Governor Egan said, "Before 1961 has ended three more airfields will have been built on the island, making possible an inter-community air network that will provide safety, reliability and convenience heretofore not experienced by the people of Kodiak . . . I do not recall when . . . your State Government has had more local cooperation on any single project than it had in the construction of the Kodiak Municipal Airport."

Governor Egan referred here to the fact that the original amount appropriated for the construction of the airport had not been enough. To finish the job with adequate parking facilities, more money was raised by local residents. Also, given freely, was much volunteer time and labor by various groups and individuals in the town.

The governor was also referring to the fact that the Kodiak airport is but one link in a chain of airstrips that is being forged throughout Kodiak Island. Recently completed at Afognak is a 1900 by 60 foot gravel strip paralleling the beach adjacent to the village it will serve. Recently finished, also, is Karluk's 1700 by 60 foot gravel surfaced strip. Karluk's airstrip is of great importance to that little community. Never before has there been year-round service to this little village. The freezing of the lagoon each year rules out amphibious aircraft for part of the year. The ice at this time is not heavy enough to support wheeled aircraft, and the waters of Shelikof Straits are too rough for floats much of the year. Another island airfield recently completed is the 2100 by 50 foot gravel strip at Old Harbor. Not finished, but planned in the immediate future are strips at Larsons Bay, Ouzinkie, and Alitak.

Alaska's Regional Manager, Al Hulen, believes that the State's Pioneer Bush Airfields program will not only bolster the economy of Kodiak, but that it will also enhance safety and reliability in this Island's airways network. He feels State officials are to be complimented in recognizing and meeting this aviation need.

—by Yule M. Chaffin

GOVERNOR Egan of Alaska cuts ribbon opening Kodiak's new municipal airport (left). MC Dick Pace, (right) introduces Regional Manager and Mrs. Allen Hulen during airport's dedication ceremony. Photo by: George Ameigh.



# OPPORTUNITY FOR ALL

**T**HE CONSTITUTIONAL principles and policies of the United States recognize that man has certain inalienable rights and that governments exist to guarantee those rights to all individuals. The President has issued Executive Order 10925, which reiterates and strengthens the U. S. Government's obligation to promote and ensure equal opportunity for all qualified persons, without regard to race, creed, color, or national origin, employed or seeking employment with the Federal Government and on government contracts.

Executive Order 10925 became effective April 7, 1961, and:

- Establishes the President's Committee on Equal Employment Opportunity.
- Includes the several Departments and Agencies of the Federal Government.
- Covers Federal Government contractors and sub-contractors.
- Seeks the cooperation of labor unions and employee representatives.

The President's government-wide policy is to encourage by positive measures equal opportunity for all qualified persons within the Government; and further that it is in the general interest and welfare of the U. S. to promote its economy, security, and national defense through the most efficient and effective utilization of all available manpower.

To ensure continuous emphasis of this policy and to accomplish the objectives of the Government, the President's Committee has been provided certain sanctions and empowered to penalize for non-compliance. The Committee, however, has no desire to impose undue hardship on any agency, government contractor, or labor union in requiring compliance with the President's Order. It will require full and bona fide compliance with all reasonable speed. The educational, informational, and investigative activities of the Committee and the agencies are aimed at bringing about compliance without resort to its power or the power of the contracting agency to cancel contracts in cases where the order is being violated. The Committee or the contracting agencies may exercise the right to cancel contracts and to bar the contractor from future contracts if the situation justifies such action.

The Administrator has outlined, in

Agency Order 66, the obligations and responsibilities of the FAA in employment and in work performed under FAA contracts.

The policy of FAA, which reads — "The highest possible standards of democracy are to be maintained in all official acts with equality of treatment and employment opportunity for all"—clearly and firmly means that those standards of equality for all people in a free democracy shall not be compromised nor violated in official Agency actions, or in the actions of any officer or employee in the performance of official duties.

**A**LL EMPLOYEES are responsible for observing both the letter and intent of this program. Let there be no mistaking the position of the President or the Administrator on this matter. Words alone will not be sufficient evidence of compliance; the emphasis is on action and results.

A plan for the implementation and continued active program maintenance has been developed for the Agency.

First, major responsibilities for assuring the execution of this program have been assigned to the Compliance and Inspection staff of the Deputy Administrator for Administration.

Similarly each Office, Service, Bureau, Region and the Aeronautical Center has a Compliance and Inspection Officer to assist in carrying out the Agency's program. This individual also serves as the Assistant Employment Policy Officer for his assigned area. The qualifications of designees for these positions are given careful consideration to assure the highest possible standards and maximum effectiveness in performance.

Compliance and Inspection Officers will make periodic appraisals, as directed, of the personnel operations of contractors and the Agency to assure continuing conformity to policy. They will investigate complaints of alleged discrimination and make appropriate recommendations and reports concerning them.

Next, a series of orientation, training and information programs are in operation to fully inform all segments of the Agency on the details of the equal employment program. Training activities are aimed at management and supervisory officials who are directly respon-

sible for taking prompt and continuous action to promote full equality of employment opportunity. Personnel officials receive indoctrination with respect to the effective operation of those personnel programs which are designed to achieve the objectives of the Agency. Informational activities are agency-wide in coverage and are directed at promoting understanding and acceptance of the program.

Fourth, the Agency's recruiting guides have been strengthened to assure contact with all bona fide recruiting sources so that all qualified applicants or prospective applicants have ample opportunity to receive equal consideration for employment with the FAA. Here again the major emphasis is not only that contacts are made, but also that results are expected. In addition the internal placement practices in the various organizational units are scrutinized periodically to assure impartial consideration of employees for promotion, training, work assignments and other aspects of the work situation.

Lastly, the FAA will not recognize nor deal with any employee union or representation group that excludes membership on the basis of race, creed, color, or national origin. Further, that no use may be made of the name, sponsorship, facilities, or activity of the FAA by or for any employee social, recreational, or other organization practicing discrimination.

**T**HE AGENCY requires all possible action be taken to prevent discrimination from being practiced within the Agency. However, should an applicant for employment, a prospective applicant, or an employee feel that an official action taken by an officer or employee of the FAA has been discriminatory, he may file a complaint for investigation.

Though informal settlement through supervisory channels or the personnel office is encouraged, complaints may be filed with any one, or all of three sources:

(1) The Assistant Employment Policy Officer for the particular organizational unit where the alleged discrimination occurred.

(2) The Employment Policy Officer, Federal Aviation Agency, Washington 25, D. C.

(3) The President's Committee on Equal Employment Opportunity, Washington 25, D. C.



## Operation Clean Up

**T**OGETHERNESS takes place at least once each year when spring cleaning pops up and homes are cleaned from attic to basement. It happened at headquarters on June 30 when Washington employees followed the Administrator's suggestion to come up with a general housecleaning. This included getting rid of *extra* copies of reading and day files; tickler and follow-up correspondence; copies of documents; all correspondence and other papers of a private nature; letters of transmittal not adding information to what's already contained in transmittal material; memos or other papers not serving as a basis of official actions; keeping only a 30-day stockpile of administrative supplies; turning in excess furniture; consolidating files; removing loose papers from window ledges, tops of file cabinets, and other flat surfaces; removing cartoons, slogans, pin-ups, and any other unofficial material from walls and desks. These photos show only a small portion of disposed material that was clogging working spaces. How about your space, can it stand a general housekeeping?





# "SO FAR— SO GOOD"

*The following was excerpted from an article by Elizabeth F. Messer, assistant to the director, Bureau of Retirement and Insurance, U. S. Civil Service Commission. It appeared in a recent issue of the Civil Service Journal.*

"So far, so good."  
"OK as is."  
"It stinks. Scrap it."  
"I am absolutely satisfied."

**T**HESE COMMENTS illustrate the wide range of employee reaction to their health benefits program, now one year old. They are direct quotes from some of the thousands of employee questionnaires being used by the Commission as one part of a systematic, continuing review of the program. Additional information is being obtained from other sources in other ways — from agency installations, through personal visits and on-the-spot discussion, and from carriers' accounting and statistical records, maintained separately for the Federal program and subject to audit by the Civil Service Commission and the General Accounting Office.

All this is being done for a double-barreled purpose; to see that Government employees get as much as possible for their health insurance dollar, and to

see that they get, as nearly as possible within the bounds of a balanced program, the particular benefits most of them want and need.

Thousands of employees were asked to complete a questionnaire. So far, unsigned questionnaires completed by nearly 80,000 employees, covered by 36 different health plans, have been coded, card-punched, and summarized. The results to date:

- Only 10.5 percent said they would change plans.
- 37.5 percent have used their plans.
- 82.5 percent said they were generally satisfied.
- 17.5 percent were definitely dissatisfied and didn't hesitate to say so, or to explain why.

They didn't pull their punches in explaining the reasons:

—"Too much stalling before claim was approved."

—"It takes too long before any action is taken (3 months). . . . This causes worries and results in bad credit."

—"Too much bookkeeping and claim submitting."

—"It don't pay enough." "The doctors' fee schedule appears to be only about one-third of the amount actually charged."

—"I want lower premiums, more coverage."

—"I don't like the deductible." "The deductible is too high."

—"Maternity benefits are a joke . . ."

—"Doctor and hospital had not heard of plan."

—"My claim was not fully paid as stipulated in my contract."

—"Either make house calls as advertised or freely admit that only in case of

an extreme emergency would they make house calls."

## Changes Employees Want Made

**A**NSWERING THE question about the change most desired in their own plans, employees made comments very similar to those quoted. A larger proportion, however, hit the deductible. Some said abolish it; others said reduce it; still others said substitute a family deductible for the individual deductibles, so that bookkeeping would be easier. Other changes most wanted: Broaden basic, first-dollar coverage; have the plan pay a larger part of the expenses; improve claim procedures and forms; liberalize coverage of home and office calls; expand coverage of X-ray, laboratory, and diagnostic services; provide benefits for dental care; increase maternity benefits; provide local claims service; and improve coverage of out-of-hospital drugs and medicines.

Many employees made suggestions that were not specific to any one plan. Far out in front of all others in this group was the request for more specific and detailed information, especially about benefits. Many employees say the brochures are too brief, too vague, and too general — but others want them shorter, less technical, and "understandable to everybody." Many feel the brochures can't be relied on as a "policy" or "certificate" would be.

Another suggestion frequently made; establish lower rates for special groups of employees — but some think it is the young families not yet subject to the ailments of middle-and-old-age who should qualify for these lower rates, while





through the program will be coming back to employees in benefits.

In addition to the estimated 375 million dollars that will have been allocated for benefits for the 16-month contract term ending October 31, 1961, the Federal employee gets other valuable—but all too easily overlooked, forgotten, underrated, or taken-for-granted—protection: The insurance is available to him without regard to, and with no restrictions because of, age or physical condition and with no waiting periods. It cannot be canceled against his will. It covers his family as fully as it covers him, if he so chooses. It continues for up to a year while he is in nonpay status for illness or other reason—without cost to him.

He can continue his insurance after retirement (if he meets length-of-service and other requirements) with the same benefits and at the same premium that is then being charged active employees, and his survivor-annuitants can continue it after his death. His premiums are paid automatically, through payroll deductions. His agency contributes toward the cost of his premiums. He has, in most plans, balanced insurance which includes protection against the moderate bills as well as against the ruinous costs of catastrophic illness. And he has something else that few other employer-sponsored health programs offer: a choice of plans. If he doesn't like what he has, he can change during the up-coming "open season" (October 1-16).

The general reaction of the over five million people covered by the program seems to be fairly summarized in the opening quotation—

"So far, so good."

others think that the older couples who have already raised their families and have fewer dependents and no need for maternity benefits should qualify for them. Some suggest rebates for people who don't use benefits for a year; some want different rates for "small" families "with about 3 children," and "large" families with more children; and some want rates tied exactly to the number of persons covered.

Many criticized the Government's lower contribution for married women with nondependent husbands—but one woman, feet firmly on the ground, wrote, "Frankly, I think it would be nice to have a nondependent husband . . ."

These and many more suggestions were made. The Commission is analyzing all of this information and giving each carrier detailed data (including an opportunity to read actual comments) about the reaction of employees enrolled in its particular plan. Carriers and the Commission are working together, and separately, to make the improvements that can be made:

- Claims procedures are being streamlined.
- New brochures (being written by the carriers and the Commission's staff, working together) will spell out benefits, limitations, and exclusions more specifically and in more detail—though this will inevitably make the brochures more technical and possibly harder for some employees to understand.
- Many plans are readjusting benefits in an effort to make their total package more responsive to employee needs.

- Carrier representatives are being allowed to come into installations to service employees already enrolled in their plans (but not to advertise, "explain," or sell their plans).

- Any alleged failures to deliver the benefits offered in the brochures are being vigorously checked by the Commission.

### Brakes on Some of The Suggestions

**S**OME OF THE changes suggested by employees and by agencies, however, are impractical and some would require new legislation, which may or may not be forthcoming.

Experience under the various plans is not yet mature, but as this article goes to press, it looks as if at least 90 cents out of every premium dollar collected



**E**XECUTIVE ORDER 10501 states it is the intent of the Government that its activities be made fully known to the people of the United States, while certain information affecting the defense of the nation be protected. The safety of the U. S. is based in part on the success attained in safeguarding classified information.

Insuring compliance with this order is only one of the major responsibilities of a small, but vital component within the Office of Personnel and Training—the FAA's Security Division.

This division, whose mission is given in Agency Order 6, is responsible for the planning, development and execution of security policy, procedures and programs for the Administrator.

"Our job here at the FAA is frequently misinterpreted," said Greenfield. "Although investigation is naturally an important phase of our work, we are not a cloak-and-dagger operation as some people might believe.

"We're here to assist, rather than police," Greenfield stressed.

Second in command of the division is a mild-mannered Ohioan and Phi Beta Kappan, Charles F. Niles, who entered government service in 1936 and who has an extensive background in suitability and security work.

Assisting both Greenfield and Niles as Special Advisor, is William T. Deeter, Jr., formerly chief of the division's Physical and Industrial Security Branch.

Deeter entered Federal service as a



INVESTIGATION Chief Hendrix and William Carney discuss case history.

## Security Is Their Business

Heading up the Agency's security program as division chief, is Raymond E. Greenfield, a veteran of more than 20 years security, suitability and investigative experience with the Government. He bears no resemblance to the private investigator normally characterized in novels or on TV. On the contrary, you would be more apt to mistake him for a local banker or doctor.

Greenfield joined the FAA in 1959, transferring from the U. S. Civil Service Commission where he was chief of its Security Appraisal Office. As such he supervised the inspection of the personnel security programs of all departments and agencies, reporting to the National Security Council on deficiencies to deny individuals fair, and equitable treatment.

**CUSTODIANS.** Specialists Roseman and Colihan review files in vault.



special investigator with the Office of Naval Intelligence in 1948. He joined the FAA in April 1959.

As special advisor, Deeter is, among other things, responsible for recommending Agency-wide programs, policies, and procedures to carry out the various responsibilities and functions of the division.

### Small Staff—Big Job

**T**HE WASHINGTON division totals 28 people. They make up a Personnel Security Branch, a Physical and Industrial Security Branch, an Investigations Branch and a Security Processing Section.

In addition to the Washington staff, there are security officers assigned to each region and to the Aeronautical Center. They not only carry out their routine security duties, but also render invaluable investigative service.

What are some of the qualifications for security personnel?

"Almost all our technical personnel, here in Washington and in the field, have investigative backgrounds," Greenfield explained. "Much of this experience was gained through military service, or as investigators with the FBI, National Security Agency, Atomic Energy Commission and other such government organizations."

The Security staff at present, includes several people who held respon-

sible positions with previously mentioned organizations. A number of the staff are military reservists. Greenfield himself, holds the rank of Commander, USNR, in Naval Intelligence.

### Service and a Safeguard

**T**HE PERSONNEL Security Branch, as its name implies, is concerned primarily with personnel and with establishing and maintaining policy and procedures in this field.

Heading up the branch is William A. Heffernan, whose outspoken dedication to his job often surprises outsiders. A law graduate, Heffernan is a former Treasury Department special agent. He also served as a security officer with the U. S. Information Agency prior to becoming deputy chief of security for the CAA in 1957.

"We are here to provide the Agency with a service and a safeguard," Heffernan emphasized. He went on to explain that among the branch's more important functions is insuring that FAA applicants and employees receive the necessary investigations under Executive Order 10450 and are cleared under E.O. 10501 when access to classified information is needed; the evaluating of complaints and derogatory information which might be disclosed concerning employees; and to assist the Agency's employment branch in determining employability of applicants.



**SPECIALIST** Bradford McClendon repairs dial type combination lock.

With few exceptions, every person entering or applying for employment with FAA, or other government agencies, is investigated. The degree of this investigation depends upon such factors as grade, position to be held, previous service, access to classified information or areas, and other circumstances.

"Our working guides are E.O. 10450, Security Requirements for Government Employees, and 10501, Safeguarding Official Information in the Interest of the Defense of the U. S.," Heffernan explained.

E.O. 10450 requires that a determination be made that the employment of an individual occupying a sensitive position is clearly consistent with the interests of national security. This determination relates to the employability of the individual and does not authorize access to classified information.

E.O. 10501 provides that an employee may be given access to classified defense information if he has a need for the information and if it has been determined that he is trustworthy.

The provisions of the two Executive Orders are not the same nor are they interchangeable as many employees assume. Some employees are of the opinion their co-workers have a security clearance for access to classified information because all employees are investigated. This is not necessarily true. FAA employees are investigated under E.O. 10450; however, some employees do not require and are not granted a Confidential, Secret or Top Secret security clearance for access to classified Defense information.

For example, an employee by virtue of his position and grade may be in a sensitive critical position requiring a full field investigation under E.O. 10450 but if he does not have a need for access to classified information, a security clearance authorizing such access will not be issued.

### Safeguarding Property and Information

**S**ECURITY of Agency property and classified information in its custody, is the responsibility of the Physical and Industrial Security Branch.

Acting chief of this branch is Theodore D. Pimper, who entered Federal Service in 1941. During the war, he served as a counter-intelligence agent and post intelligence officer with the Army. His post-war experience includes service with the State Department and Atomic Energy Commission. Pimper joined the FAA last January.

Among the problem of safeguarding classified information are such matters as proper classification and declassification of information; establishing controls over the dissemination of classified information, including release to foreign nationals; telecommunications security; and security aspects of FAA contracts.

In connection with its responsibilities, a security control point was recently established within the branch. This control point designed to effect better accountability of classified material within offices of the Washington headquarters.

A new Agency-wide orientation program also will be placed into effect shortly and will be led off by a security digest handbook for secretaries.

Another program to be inaugurated shortly will be a system of security inspections to assure that the Agency's security policy is being complied with.

The Security Division recently assumed responsibilities involving protection of Agency property and equipment from fire, theft, malicious damage and sabotage. The branch is assisting in developing policy and standards and will have an active role in the program when it is established.

Another task of the branch is the preparation and issuing of identification cards required of FAA employees in the Washington area. These require a photo of the bearer. To expedite processing,

a booth similar to those found in railroad and bus stations is used in taking the photo and the development is done automatically.

"Despite modern methods, we still get complaints from some of our female subjects, who feel that their photo doesn't do them justice," Pimper said, adding tactfully that he agreed with the ladies.

### The Fact-Finders

**I**NVESTIGATION, naturally, plays an important role in any organization's security program. The FAA is no exception to this rule.

Chief of the Security Division's Investigation Branch is Hilton T. Hendrix, whose build is indicative of former football days. Hendrix, who still has a slight trace of East Texas drawl, entered Federal service in 1939. During World War II and the Korean conflict, he saw service with Naval Intelligence. Prior to reporting to the FAA last fall, he was assistant chief of the 10th U. S. Civil Service Region's investigation division at Denver.

"We consider ourselves the fact-finding arm of management," Hendrix explained. "Briefly, our mission is that of providing all the investigative functions of the Security Division, as well as such other special investigations requested of us by other segments of the Agency."

Hendrix and his small staff rely to a great extent upon their experience and the valuable personal contacts they have established with other security and law enforcement agencies to locate files or leads concerning individuals under investigation. They also request the assistance of Agency security personnel in the field as the need arises. How do

FAAer Phyllis Kinsella has photo made by branch chief Ted Pimper.



people react to an investigator's questioning?

"It varies," reports William Carney, former FBI man and Hendrix assistant.

"We run into all kinds," he said. "Some prove difficult, but for the most part they're very cooperative."

He smilingly recalled one case which ended with an investigator being the subject of investigation.

"We had sent a new man down south to make some inquiries. The person he interviewed proved very cooperative until learning that a friend of his was one of those being investigated. Suddenly, he became uncommunicative. When the investigator had departed, the interviewee called the nearest FAA office to check on the investigator. Unfortunately, somewhere along the line communications had bogged down and that office was unaware of the investigator being in that area. The interviewee then called the local FBI office and reported that someone was impersonating an FAA investigator."

"By the time word got back to us, things were really moving," Carney recalled, adding, "It took a number of telephone calls and a lot of convincing on our part before the matter was straightened out."

Both Hendrix and Carney stressed that any investigating or intelligence organization is only as good as its files.

### Custodians

**A**GENCY FILES are maintained by the Security Processing Section. Headed by Louis J. Sills, former special agent for the Department of Agriculture, this section located on the ninth floor of FAA headquarters, is probably the most utilized component of the Division. It serves as custodian and depository for all security information maintained on applicants and employees of the Agency.

In actuality, the section is divided into two offices, or sections. One of these is used for the processing of security clearances and filing of security control cards. The other is a top security vault room where security data is stored.

Every FAA employee, as well as job applicant is affected by this section, since a file and control card is completed on each individual. The control card contains all available security information on that person.

There are at present, approximately 45,000 security control cards contained in a unique electric-powered rotary drum file located in Security Processing. Approximately 42,000 of the cards are of Agency employees, while the remainder pertain to civilian contractors working for the Agency and military personnel on duty throughout the FAA.

Staff members receive innumerable telephone and telegraph inquiries concerning security clearance of employees. Through the use of its efficient filing system, this information is usually available within seconds. The section also makes its files available to investigators of other governmental agencies conducting investigations on employees or former employees.

An equally important function of the section is that of certifying security clearances on FAA personnel whose business requires them to visit restricted areas of industry, military installations, or other activities.

In accordance with an Agency directive, personnel contemplating such visits should submit a request for clearance to the Security Processing Section at least seven days in advance of their visit. This is done on FAA form 2615.

Security then prepares a letter to the respective security officer of the installation to be visited, providing him with verification of clearance, as well as other pertinent data required.

Frequently, employees fail to do this. Instead they approach the installation only to find themselves in the embarrassing position of having to remain outside until telephone calls can be made to FAA headquarters verifying their visit.

With the world situation what it is today, Sills reports that there has been a noticeable tightening of security, both by private industry and the military. He warns that some installations are now refusing to accept confirmation of a person's clearance over the telephone, or even by telegram. More and more are requiring advance written confirmation.

### Everybody's Responsibility

**A**DMINISTRATOR Halaby is deeply interested in his Agency's security program and has stressed the responsibility involved in handling classified material. This responsibility applies to all Agency property.

Whether your job calls for the handling of classified material or not, you have a duty both as a citizen and a taxpayer for protecting this nation's property, classified and otherwise.

Should you have a question concerning security, do not hesitate to contact your nearest Security people. They will be happy to assist you.

Remember, Security is everybody's job.

ROTARY file containing 45,000 security cards is operated by Miss Margaret Griffin and Mrs. Marjorie Montague as section chief Louis Sills looks on.

