

FLY-BY



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Fire Prevention Week At Washington National

During the week of October 7th through October 13th, a new 1,500 GPM pumper truck was parked in front of the Main Terminal of Washington National Airport for three hours a day with a Fire Prevention Week sign displayed. Some 200 posters, "Fire Prevention Is Your Job Too", were posted throughout the terminals, and 400 pamphlets distributed via pay check attachment and other means.

Fire drills were held in different hangars every day. Accompanying the



drills, the Aircraft Rescue and Fire Fighting Branch gave demonstrations of extinguishing trash and gasoline fires by using CO₂, Soda Acid, and Dry Chemical extinguishers. Before each drill, lectures on "What To Do When Fire Strikes," with a briefing on the proper use of alarm boxes and of telephones to report fire were given. A movie film, "Use of Dry Chemical Extinguishers" was shown.

FLY-BY

Editor

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Fire drills included the complete evacuation of the hangar or building, and posting of fire equipment at the proper positions to combat the simulated fire, laying out hose line and hooking pumper to hydrant. On one occasion, the employees of United Airlines, Hangar #3, were given the opportunity to fight a set gasoline fire with dry chemical, CO₂ and foam type extinguishers. This action took place on the drill field.

During Fire Prevention Week, the following events took place:

October 8—Eighteen employees of

Allegheny Airlines were given a lecture, movie, demonstration and drill.

October 9—Employees of United Airlines at Hangar #8 had the lecture, movie, demonstration and drill. Forty-two Boy Scouts were given a conducted tour, lecture, and shown a "Home Safety" movie.

October 10—A.M. and P.M. lectures, movies, demonstrations and drills held for 18 employees of Allegheny Airline.

A fire drill was held at American Airlines Hangar #7. All airline employees and all WNA fire equipment participated.

October 11—Eighteen Allegheny employees were given a movie, lecture, drill and demonstration. WNA Shop and Boiler House employees were given a drill, demonstration, lecture and movie.

October 12—A fire drill was held in Hangar #3; United Airlines employees and all of WNA fire equipment participated. A lecture, movie and demonstrations were held afterward.

Equal Opportunity Stressed For All

"The highest possible standards of democracy are to be maintained in all official acts with equality of treatment and employment opportunity for all."

This quotation, taken from AD-1000.2 (formerly Agency Order 66), is the Agency's policy on implementing the President's equal employment opportunity program which is set forth in Executive Order 10925, dated March 6, 1961.

The Order directs that positive measures be taken to: promote and encourage equal opportunity for all qualified persons employed or seeking employment within the Federal Government; ensure contractor compliance with the nondiscrimination agreement in all Government contracts; expand and strengthen the efforts to promote full equality of employment opportunity.

The President has also directed that no use be made of the name, sponsorship, facilities, or activity of any Executive department or agency or for any employee recreational organization practicing discrimination based on race, creed, color, or national origin.

Compliance with this Agency policy in accordance with established procedures is the responsibility of every FAA employee and representative. Implementation and continued active maintenance of this policy is the responsibility of every Agency official and supervisor. Agency-wide execution of this policy is the responsibility of the Compliance Division, Office of Compliance and Security.



COVER—Sno-Cat rounds the bend of a snow covered road at a switch back at Mullan Pass, Idaho. Sno-Cats like these are used by technicians to reach isolated mountain top facilities so they can maintain aids to air navigation.

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

AN FAA flight inspection crew has been credited with locating a 35-foot cabin cruiser missing for two days on Lake Michigan. On September 5, pilots William Love and Richard Nevill of FIDO 53, Battle Creek, Mich., were flight checking the Midway ASR. While over Lake Michigan, Midway Tower asked them to look for the boat. The crew spotted the cruiser about 8 to 10 miles from the west shore. They circled and received mirror blinker signals. Their position was relayed to Midway and Meigs Tower whose personnel alerted the U. S. Coast Guard. An SA-16 Air/Sea Rescue flight had been dispatched. The FAA crew made visual contact with the SA-16, led it to the cruiser and remained until a Coast Guard vessel arrived. It was later learned that the cruiser with six people aboard, had encountered engine failure and eventual fuel exhaustion . . . WE BELIEVE that the Dothan "first" incident has been brought to a close by a letter from W. B. Elliott, Dothan, Ala., FSS. He says, "After the BLAST you received from other facilities in regards to the sustained Superior Award for the Dothan FSS, I just wish we had a saw to send to get you off the limb and a shovel to dig us a hole to hide in. After this I wouldn't swear we were the first in our County to receive this award, let alone the whole FAA. An honest mistake but it certainly proves FLY-By is well read and regardless of the mistake, we're still mighty proud of the award, be it first or fifteenth." . . . We, too, think you should feel proud . . . AN FS crew, preparing to land an FAA Fairchild, N-123, at Yakutat, extended the landing gear and noted an unsafe condition in the nose wheel indicator. The Flight Engineer advised the captain that the nose wheel was only two-thirds of the way extended. Landing gear was raised and main wheels retracted, but not the nose wheel. The crew tried to pry the nose gear with a shovel handle and gear pry bar. All efforts failed. The captain advised Anchorage Center he would return to Anchorage. To lighten the plane, 24 drums of lubricating oil were jettisoned in the ocean off Cape Yakutat. While enroute, the crew made a hole in the front bulkhead large enough to fish a tie-down chain through and hook to the actuating strut and pull it back with the cargo winch to a locked position. They tied a shoelace to a broomstick, pushed it through the bulkhead hole forward to the strut area and attached one end of a chain tie-down to pull it through the bulkhead. By working through the inspection hole, they secured the other end of the strut. Remaining cargo was moved to the rear of the plane and secured. Upon arrival in the Anchorage area, the captain lowered the main wheels and the crew started pulling back on the chain to get the strut into a position they felt would keep the nose wheel from retracting on landing. During the landing, the captain held the nose wheel off until the last possible moment and eased the plane gently on to runway 24, Anchorage International Airport. The chain held and the crew saved a million dollar aircraft.



THE 300-knot C-130, built by Lockheed for the Air Force's MATS, airlifts 16 tons over 3000 nautical miles. In emergencies, 26 tons can be airlifted. The "E" can air-land, or air-drop personnel, equipment, wheeled and tracked vehicles. Primitive airstrips can be used since multi-role airlifter has extra-beefed tandem gear; low-pressure doughnut tires.



SHOWN with Administrator Halaby (center) is Roger T. Hamit, (right) Savannah, Ga. FSS, holding a plaque representative of the AOPA Meritorious Award for 1962. Left, Sterling R. Timmerman, Watertown, N.Y. FSS, who was named "Outstanding Flight Service Specialist '62" by NAATS.



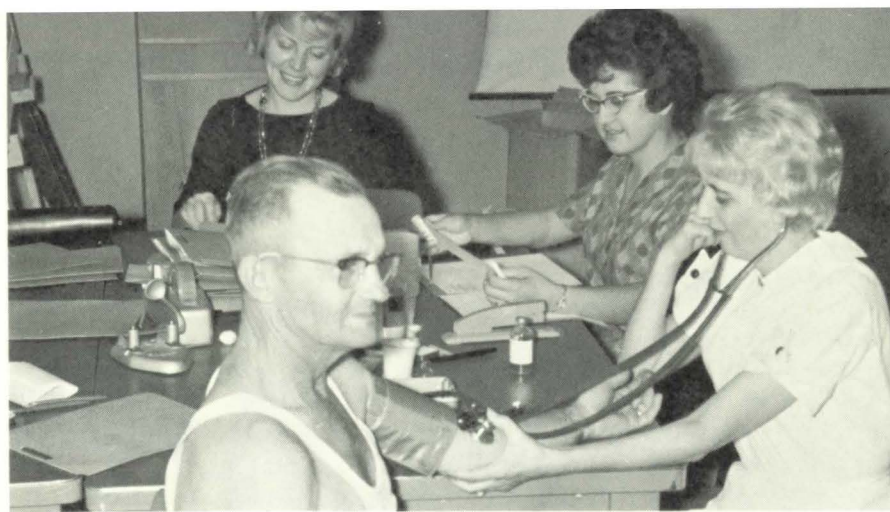
BIG ENGINE under wing of AF B-66 is the 21,000-pound thrust TF-33-P-7 turbofan which will power USAF C-141A Lockheed Starlifter jet airfreighter. The 4-engine airlifter will have a maximum cruising speed of over 550 miles per hour.

The Southwest Region's Aviation medical Division recently accomplished a field exercise in Employee Health when the Immunization Team, directed by Medical Officer Dr. John D. Dougherty, and Mrs. Zona P. Hazle, R.N., performed 237 influenza shots, 215 electrocardiograms, and 204 diabetic screenings at Albuquerque, New Mexico from October 3 through October 5, 1962.

The activities were coordinated through the Area Coordinator Hart H. Mark and an enthusiastic response was received from the employees of the New Mexico area. Those individuals who participated in the influenza inoculation and diagnostic services program readily agreed that the program was something to remember and felt that it would pay handsome dividends.

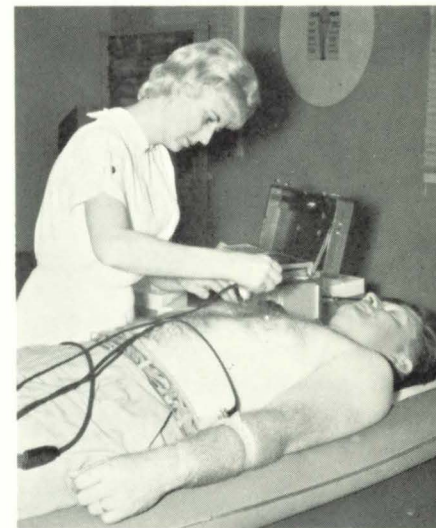
Dr. Dougherty remarked that the sincere interest shown by the field employees for this type program, one of the first of its kind to be offered, indicates that the Employee Health Program is of vital interest to the individual employee and that preventive medicine is of great benefit to the success of the Agency's overall mission.

This same program, has been carried out at other Southwest Region locations in Shreveport, and New Orleans, La., and Fort Worth, Houston, San Antonio, and El Paso, Texas. Similar response has been given this program at all locations.



GIRLS check records as Mock Laird, FAA General Maintenance Mechanic in Albuquerque, N.M. gets blood pressure check from RN Zona Hazle, SW Region.

Field Health Exercise held in Southwest Region



RN Zona Hazle, Southwest Region Medical Staff, administers electrocardiogram to ATCS Cleon Richards.

OBSERVING SW's Dr. John Dougherty give inoculation to mechanic J. R. Owen are Dorothy Wheeler and Christella Abeyta.



HEALTH FOR ALL

ENVIRONMENTAL HEALTH PROGRAM
AVIATION MEDICAL SERVICE

The "Eyes" Have It

Nature has taken great pains to protect your eyes. They are set in sockets of hard bone, cushioned in back by soft tissue, and sheltered in front by lids which can blink quickly. A thin film of tears lubricates your eyes constantly. A flow of tears washes away harmful substances. A tough, clear window called the cornea covers the part of the eye you can see through. In spite of these defenses, your eyes can be damaged if you neglect or abuse them. Neglected eye problems handicap your work and play, can cause accidents, and even lead to blindness.

Choosing a Specialist. In selecting an eye specialist, it is necessary that you understand the different occupations.

An **OPHTHALMOLOGIST** or **OCULIST** is a physician—an M.D.—who specializes in diagnosis and treatment of defects and diseases of the eye, performing surgery when necessary or prescribing other types of treatment, including glasses.

An **OPTOMETRIST**, a licensed, non-medical practitioner, measures refractive errors—that is, irregularities in the size or shape of the eyeball or surface of the cornea—and eye muscle disturbances. In his treatment the optometrist uses glasses, prisms, and exercises only.

An **OPTICIAN** grinds lenses, fits them into frames, and adjusts the frames to the wearer.

See an Eye Specialist Promptly For:

1. Redness of the eye.
2. Discomfort or pain, especially after injury.
3. Trouble with eyesight, such as: squinting, thrusting head forward to see; covering one eye to see well; blurred or foggy vision, either close up or distant; rainbow halos around lights; loss of side vision; double vision; sudden appearance of floating spots; tired eyes, irritability, or headache after using the eyes all day.
4. Crossing of eyes in anyone older than 6 months.
5. Discharge, crusts, watery eyes.
6. Distorted shape or unequal size of pupils.
7. Growth or lump on eye or eyelid; any clouding or swelling.

Agency Awarded Honor For Economy Campaign

The Agency has been given an Honor Award for an economy campaign that inspired 6,000 employee suggestions in 60 days and resulted in estimated savings of about one million dollars.

The award, granted by the National Association of Suggestions Systems at its 20th Annual Conference held October 21, in New York City, was in recognition of an "outstanding promotional program." It was the first time the Agency had participated in the conference, which includes representatives of both government and industry groups.

Chairman John W. Macy, Jr., of the Civil Service Commission, speaking at the conference luncheon, stated that, "the Honor Award presented to FAA gives recognition to the Federal Aviation Agency for the thoroughness of its campaign for economy through the suggestion program."



First Christmas Seal

The story broke on Friday, the 13th of December, 1907—a quiet feature on an inside page of the old *Philadelphia North American*. But the next day, and every succeeding day until Christmas, it was front-page stuff.

Emily Bissell, a welfare worker from Wilmington, Del., had gone to the newspaper in hopes that it might use a story about her efforts to raise \$300 for the fight against tuberculosis by selling some bright little Christmas Seals she had designed. The editor had refused.

On her way out she stopped to see Leigh Mitchell Hodges who wrote a column called "The Optimist". She told him that a Christmas Seal Sale had been an annual and successful project in Denmark since 1904. She told him about her doctor-cousin who had come to her for help in keeping open the little cottage where he was successfully treating TB patients with new methods. She had figured that

Earhart Scholarship For Advanced Study

The 25th annual Earhart Scholarships have been announced by Zonta International for the 1963 academic year. The \$2,500 grants, offered to qualified women for advanced study in aeronautical sciences, were established by Zonta.

A bachelor's degree in a science qualifying a candidate for graduate work in aeronautical science is the basic requirement for a scholarship, plus evidence of exceptional ability and personal character. The award may be used in any college chosen by the candidate and approved by Zonta's scholarship committee.

If you are interested, you can obtain an application blank and further information about the Amelia Earhart scholarship grants from Zonta's headquarters office, 59 East Van Buren Street, Chicago 5, Ill. Applications must be filed by February 15, 1963.

the Christmas Seal seemed worth trying. Friends had contributed to print a few thousand Seals to sell at a penny a piece but buyers had been few.

Columnist Hodges was enthusiastic. He convinced the editor that the *North American* could do a great public service by calling the Christmas Seals to the attention of its readers. Headlines followed: "Christmas Stamps Make Clean Sweep, Everybody Buying", "Sale Leaps to 50,000". A total of \$3,000 was raised. Since then the Seals have become a traditional part of the American Christmas, with their message of assurance that the fight against TB continues.

The first Seals were sold in the District of Columbia in 1908 by the D. C. Chapter of the American Red Cross to maintain a day camp on the grounds of the then newly opened TB Hospital at Upshur Street. In 1917, the Red Cross invited the TB Association to take over the sale of Christmas Seals in Washington. Since then, the Christmas Seal Campaign has grown to be the main source of support for the work of tuberculosis associations throughout the country.



WORKING out Key Result Areas during a workshop session is this group drawn from various units of the Southern Region.

Performance Improvement Program

WHAT IS PERFORMANCE improvement and what can it do for me? The methods and techniques used in this program provide each employee the opportunity to think through and talk out his job and the level of performance required with the supervisor. It is a positive chance for an individual to assist in setting his own job goals in concert with the total FAA mission. This approach to Performance improvement will help you determine your training needs and additional job experiences, in order to perform better in your present assignment and to aid in qualifying for opportunities ahead.

As the volume of air traffic continues to grow, greater demands are made of the Agency to expand and improve its services. How to meet these demands economically and efficiently is a continuing concern of the Agency.

With a work force of 44,000 employees who can offer a wide variety of abilities the FAA is rich in *human* resources. This work force is responsible for past successes. How it performs its daily job determines the effectiveness of today's Agency. It is central to any

discussion of future plans. One of the main tasks of the Agency, then, is to provide the means whereby its employees can improve their present job performance and develop their potential for positions of greater responsibility. This is the purpose of the Performance Improvement Plan now being adopted by the FAA. Main features of the plan include:

- setting of specific work objectives or "standards"
- the use of these objectives to evaluate work accomplishments
- a systematic review of accomplishments to determine whether desired results have been achieved.
- planned action to improve individual and unit performance
- formulation of specific plans to meet employee training and development needs.

BACKGROUND OF PLAN

The performance Improvement Plan resulted from a study of the Agency's program for evaluating the work performance of its personnel. It was generally agreed that the annual performance evaluation required by law had

become merely a perfunctory task. Its use as a tool for measuring performance or as a method of supplying valid management information was limited.

A survey of relevant current literature and the study of other Agencies and private companies revealed a trend away from rating systems based on the judgment of general, personal characteristics and towards programs which use job-related standards to measure performance and which emphasize employee development.

A one percent sampling of Agency personnel reaction to a performance evaluation plan which would reflect the newer approach revealed widespread approval.

With this as background, the Office of Personnel and Training evolved a performance improvement plan which would meet the specific requirements of the Agency. The Administrator approved the basic concepts of the plan and it was presented at the Program Status and Evaluation Conference to the Assistant Administrators Orientation and training workshops held in Washington for regional and Washington headquarters representatives.

The performance Improvement Plan will be implemented in two phases. Phase I, already underway, covers the establishment of the performance standards for each supervisor. Phase II will cover the review of job performance and the determination of plans for improvement. By the end of November training sessions will have been held in all Regions, the Washington Office, Aeronautical Center and NAFEC. After participating in a laboratory session on the development of performance standards Branch Chiefs of selected divisions have developed standards for the jobs in their branches.

SETTING A PERFORMANCE STANDARD

What is involved in setting a performance standard? The first step in the process is an employee-supervisor discussion about the employee's job and how it fits in with the job or mission of the unit. Once the unit's goals are identified and their relation to Agency goals is understood, the discussion focuses on the key areas of responsibility exercised by the employee: for what specific work is he held accountable? what accomplishments can be reasonably expected of the employee? what results will a satisfactory performance of the job produce?

The supervisor considers the employee's command of knowledge essential to the job and his abilities to successfully complete the job and notes the need for special training. At the end of their discussion, the supervisor is sure that there is mutual understanding of the responsibilities, relative importance and emphasis of each, and finally the results expected of the employee. These results become the "performance standards" of the position. They are the objectives toward which the employee will direct his efforts and on which his work will be evaluated in later performance reviews. Understandings reached by the two parties are recorded for use as a plan of operations and as a basis for continuing review.

The joint supervisor-employee approach used in the performance Improvement plan results in a feeling of greater personal involvement by the employee in his job. The opportunity to express his views and to help set his own standards stimulates interest in his work and concern for its suc-

cessful accomplishment. The emphasis in Phase I is not on the creation of literary documents, but primarily on communication between the supervisor and the employee. From this process emerges a clearer understanding of what the supervisor expects from the employee and a basic agreement on what will constitute a satisfactory performance on the job. The use of the job-related factors in establishing performance standards places the emphasis on the job rather than the person, relates individual job objectives to unit objectives and directs attention to the employee's work performance rather than simply to his personal characteristics.

As this procedure is carried to every level of management from the Administrator through the first line operating supervisors, significant benefits accrue to the Agency through the closer integration of organization objectives and Agency goals and the acceptance of individual and group responsibilities for attaining those goals.

The current schedule permits completion of performance standards for all FAA supervisory positions through the first line supervisor by March, 1963. Information gained during this phase will determine action on the development of performance standards for large, occupational, non-supervisory groups.

PHASE II—PERFORMANCE REVIEW

On July 1, 1963, Phase II of the plan, the performance review based on established performance standards, will officially begin. In the performance review meeting the supervisor and employee will discuss job problems, accomplishments of the past year, and future plans. Supervisors will evaluate the employee's performance of his job and identify achievements that exceed or fall short of expectations. It is here that the performance standards play an important role. The specific standards (or goals) previously set by the supervisor and employee offer a more objective, more tangible basis on which to judge work performance. The results achieved are compared with the results expected. Where improvement is needed the supervisor and subordinate form plans of action which might include training, revised work methods, program changes, or perhaps increased

assistance or guidance by the supervisor. Since the major purpose of the performance review is to plan for improvement of individual and unit work, even those instances where the job is being performed satisfactorily come under examination.

PURPOSES OF THE REVIEW

These performance review sessions will also serve to:

- recognize outstanding achievement;
- identify the strengths and weaknesses of an individual on his present job;
- provide information on training needs;
- plan for employee growth and development;
- collect data needed for manpower and management planning.

This process will continue. Each supervisor and manager throughout the agency will become more aware of his responsibilities to his staff and to his own superior. This will help top management formulate more realistic priorities and more effective programs. This will help the Agency increase its productivity and create a reservoir of well-trained supervisors and managers.

NEED FOR IMPROVEMENT

As pressures for an expansion of the nation's programs in space and around the world become more insistent, and as problems of a growing industrialized society assume greater urgency, administration leaders are becoming more concerned over the rising cost of governmental operations and the priorities of governmental activities. President Kennedy has recently directed agency heads to initiate procedures which will improve the efficiency and economy of their organizations. The Bureau of the Budget announced in a recent circular that approval of staff increases will be dependent on implementation of programs to achieve better utilization of manpower and improved management practices.

FAA policy planners have long believed that the Agency can best prepare for the future by increasing the efficiency and productivity of its existing work force and by providing for systematic development of employees for positions of greater responsibility. The Performance Improvement plan is a significant step toward these goals.



FAAer's Daughter 1st Girl CAP Glider Soloist

JACQUI CADWELL, daughter of Jack W. Cadwell, Security Specialist for the Pacific Region, became the Nation's first girl Civil Air Patrol cadet to solo in a sailplane when she soared high above Bellows Field, Hawaii, on September 15, 1962. Her solo flight came just three months after she joined the Waimanalo Unit of the CAP and after 34 flights with instructors.

Jacqui, who admitted being "just a little frightened" before the flight, took off from the narrow Bellows Field strip shortly after 10:00 a.m. in a Schweizer 2-22C glider, circled the field and landed again.

Geza Vass, the unit's full-time glider instructor, gave her careful instructions before the take off, warning her that winds near the landing area were turbulent.

As she came in for the landing, gusty trade winds slowed her speed to less than optimum and whipped her 400-pound craft back and forth as she approached the "touchdown" point. Jacqui compensated for the problem and brought the motorless plane in for a smooth, safe landing. She was the unit's 32nd solo pilot.

Jacqui, born in Portland, Ore., moved to Hawaii in June, 1962, with her family, when her father transferred from the Civil Service Commission's Investigative Field Office at Missoula, Mont., to the FAA, Pacific Region. A girl of many talents, one of her first loves was her horses, which she

bought and trained herself. In Hawaii where land area handicaps pursuing a hobby of this nature, she turned to the skies and has become, an enthusiastic advocate of the Air Age. A talented artist, her oil and water color paintings of the horses she loved, won first place honors in the Missoula County Fair in 1961.

With flying in her blood, she looks towards new horizons and unhesitatingly speaks of her ambition to become a rancher so she can continue both hobbies.

Jacqui is not the only talented member of the Cadwell family. Her brother Tony also is a glider enthusiast. He established a new record in the CAP by soloing on his 19th flight earlier in September. The previous record was 22 instructor flights prior to solo. In addition to his glider flying, Tony has a hobby of restoring antique cars. His 1922 Model T Touring car was shipped from Montana to Hawaii and he hopes to soon have it on the open road.

Top photo: Gliding like a feather, the whispering sailplane gently settles onto the runway with Jacqui at the controls to make her first solo landing; bottom left, Jacqui receives some of the finer details from her brother, Tony; bottom right, Jacqui gets last minute instructions from instructor Geza Vass, the Hungarian glider enthusiast, civilian-in-charge of the glider instruction program for the CAP program in Hawaii.



Questions and Answers on Pay

In response to questions received on the newly enacted Federal Salary Reform Act, and in anticipation of still further inquiries, the following questions and answers are provided for the information and guidance of Agency employees.

Q. Why is the new law called "salary reform" instead of a "pay raise"?

A. Increasingly over the years, Federal salary systems have failed to meet the needs of the Federal service. President Kennedy has said that Federal employee salaries "should be fixed under well-understood and objective standards, high enough to attract and retain competent personnel, sufficiently flexible to motivate initiative and industry, and comparable with the salaries received by their counterparts in private life. To pay more than this is to be unfair to the taxpayers—to pay less is to degrade the public service and endanger our national security."

Q. How does the new pay law measure up to the President's criteria?

A. To meet the President's criteria for a Federal pay system, Public Law 87-793 is based upon the two principles,

- (1) *comparability* of Federal and private enterprise salaries for the same levels of work, and
- (2) *internal alignment* that provides equal pay for equal work and pay distinctions in keeping with distinctions in work and performance.

The law provides raises in varying size for employees in the four statutory salary systems affected. Rather than being "just another pay raise," however, revised salary schedules go a long way toward making a reality of the much-needed comparability between public and private salaries.

Significantly, the law also establishes a policy for annual review of salaries to assure continued comparability between public and private salaries.

Q. Which major salary scales are effected by the bill?

A. The Classification Act, the Postal Field Service Compensation Act, and the laws under which Foreign Service employees and employees of the Veterans Administration's Department of Medicine and Surgery are paid.

Q. What method was used to determine that the new salaries are comparable with salaries in private industry for the same levels of work?

A. Basis for the new salaries is the 1961 survey report of the Bureau of Labor Statistics, which furnished private-enterprise salary information for occupations representative of the Classification Act.

Q. Will the yearly review be made in the same way?

A. Yes. The basis will be a Bureau of Labor Statistics survey, which will be made yearly. The yearly review of statutory pay scales is considered to be an important reform. First, it places the review of salaries on a regular, systematic basis. Also, up to now no adequate national salary surveys have been available, and the revision of these pay scales has had to be done with very little fact-finding.

Q. Will revision of the proposed pay scales take place automatically as a result of the BLS findings?

A. No. The results of future annual surveys will be reported to the President, who (after obtaining views of employee organizations) will thereupon make recommendations for any changes he considers necessary and submit them to the Congress. Putting these recommendations into effect will require legislation.

Q. How much in the way of increases does the new pay scale provide?

A. The percentage increases generally are greater at the higher than at the lower levels, ranging from 4.7 percent in grade GS-1 (including the additional within-grade increases granted on conversion) to 10.5 percent at grade GS-17. This is because salaries of higher grade positions have lagged the farthest behind national levels. For example, the percentage increases since 1939 have been 152 percent in the statutory minimum salary of GS-1, 117 percent in GS-5, —but only 98 percent in GS-11 and 71 percent in GS-15. This has seriously compressed the salary systems.

Q. In converting a General Schedule employee to the new pay scale, how was it determined what rate he will be in?

A. He was placed in the corresponding rate. For instance, if he was in the fourth rate of GS-5, he was placed in the fourth rate of the new GS-5.

Q. What if he was in a longevity rate?

A. The longevity rates, which followed the regular seven rates in most grades, may be numbered 8, 9, and 10 for convenience. In those grades, a person formerly in the first longevity step was placed in rate 8, a person in the second step was placed in rate 9, etc.

Q. How about employees who had been in the seventh rate of the grade for a long time but who were prevented from getting longevity rates because they had been in the grade for less than 10 years?

A. They were converted to the corresponding rate, and then their time in the 7th rate was applied toward the time requirement for the next rate. For example, a person who had served 4 years in the top (seventh) rate of GS-5 was placed in the 7th rate of the new grade 5, then moved to the 8th because he had served the 3-year service requirement for that rate. However, the extra year will not count toward his 3 years for moving up to the 9th rate.

Q. What is the time interval between within-grade increases?

A. Instead of the former 1-year or 18-month waiting period, the increases will take effect as follows: once a year for the first three increases, once every two years for the next three increases, and once every three years for the next three increases. Thus the increases will be most frequent when proficiency on the job normally increases most rapidly. This will bring employees in Grades GS-1 through GS-10 to the top of their grades in 18 years, grades GS-11 through GS-14 in 15 years, grade GS-15 in 12 years, and grades GS-16 and 17 in 5 years. GS-18 has only one rate.

Q. What is the size of the within-grade increases?

A. They range from \$105 per year in grades GS-1 and to \$515 in grade GS-15 in 1964.

Q. Does the pay reform law make any provision for within-grade raises because of high quality performance?

faa

suggestions

pay

