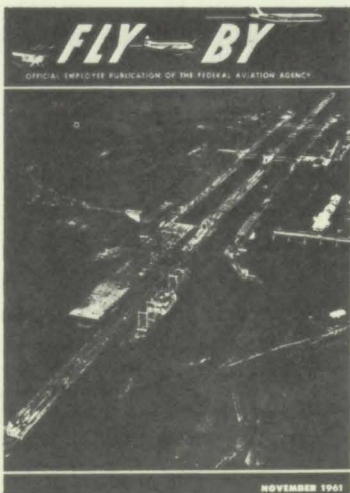
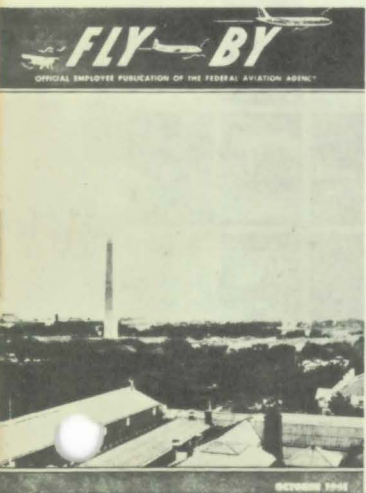
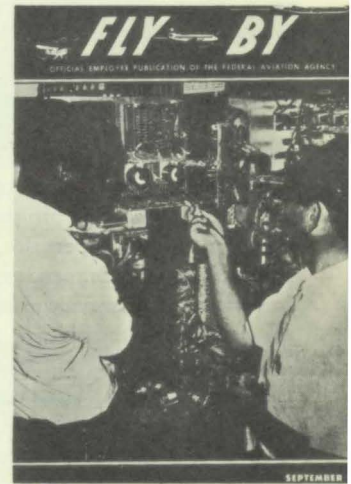
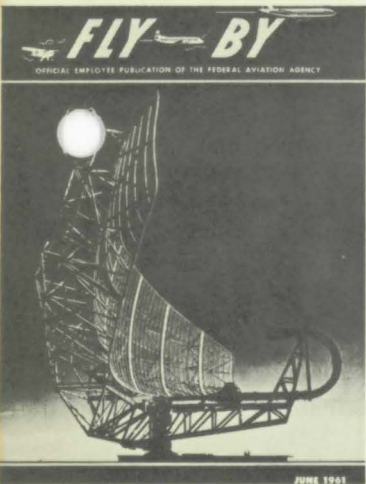


FLY-BY

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1961 In Review
CARF

JANUARY 1962



OFFICIAL EMPLOYEE PUBLICATION OF THE FEDERAL AVIATION AGENCY

Allen Hulen Named Alaskan Region Head



Allen D. Hulen

Allen D. Hulen has been named assistant administrator of the Alaskan Region completing the Agency's regional reorganization aimed at decentralization of authority.

Hulen has been with the FAA and its predecessor agencies since 1930, when he became a radio operator with the Bureau of Air Commerce.

In 1939, Mr. Hulen transferred to Anchorage, where he progressed through communications supervisor, chief of the communications branch, assistant superintendent of airways, superintendent of airways operation branch, and in 1948, assistant regional administrator under the former CAA. He became regional administrator of the CAA's Alaskan Region in 1955, later becoming regional manager.

Hulen is a licensed pilot with an instrument rating.

FLY-BY

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Watchword: Economy — Efficiency

Administrator Halaby has called upon all employees and officials of the Agency to give increased attention to the achievement of efficiency and economy in all activities with which they are concerned.

In Agency Order 74, Mr. Halaby points out that since its establishment, the FAA has necessarily directed its primary efforts toward achieving safety and efficiency in aviation and to rendering better service to the civil and military users of the airspace. Because of inadequate resources in prior years, the staff of the Agency since 1959 has been increased substantially and several hundreds of millions of dollars have been invested in the development, procurement, and installation of urgently needed facilities and equipment. The growing demands of an expanding aviation will require further improvements in the air traffic control and air navigation system, increased attention to all aspects of aviation safety, and the development of new aircraft capable of meeting national needs and preserving U. S. leadership in aeronautics. The Agency will, therefore, be called upon to accomplish more and more in the field of aviation and the total cost of our program will tend to rise.

The essential needs of aviation must be met. At the same time we must assure that the utmost of economy is achieved in the use of our materiel and financial resources and the utilization of our manpower. Some of the additional needs can and should be met through savings from greater efficiency and economy rather than through increased appropriations. We must recognize that there are many demands upon the national budget and that there will always be severe limits on the portion of the nation's resources which can be committed to the support of the FAA. We are going to have to live within those limits and still perform our essential mission.

Each level of management is expected to do everything in its power to achieve every possible saving and to give better service to aviation at lower cost. It will only be when everyone in FAA thinks constantly of his personal productivity and of the efficiency with

which he is carrying out his responsibilities that we will be able to assure ourselves that we are getting the best utilization of our resources. Budgetary limitations as well as good management dictate that some of the additional program requirements can and should be met by utilizing the savings created by greater efficiency and economy.

Mr. Halaby went on to say that the Agency expects each official and employee to give continual attention to the achievement of utmost efficiency and economy in the planning and performance of his duties and of activities for which he is responsible.

In order that specific actions taken to reduce cost or to improve efficiency may be known to the Agency, the Administrator has directed that the Deputy Administrator for Administration provide for reports by Agency officials of actions taken pursuant to the policy. The Order also reaffirms Agency policy to recognize and reward employees, Offices, Services and Regions for work especially well done and for demonstrable savings and other improvements.

Agency Order 74 also calls for a review and refinement of performance standards and systems of work measurement on which Agency staffing requirements and projections are based. It directs the Assistant Administrator for Personnel and Training to review FAA personnel management and training programs for the purpose of strengthening current activities and developing new programs.



COVER — 1961 covers ranged from pretty gracing April issue to huge mobile lounge August. There was no January cover. See pg. 4 for events.

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

FLY-BY EDITORS were gratified to receive several nice compliments on our December issue. We hasten to add, however, that our man in charge of spelling committed a cardinal crime. He misspelled a person's name. Our apologies to Safety Engineer Thomas (only-one-"s") Creswell and to anyone else we may have slighted . . . AS THIS is our first issue of the new year, we would like to again remind our readers of FLY-BY's purpose. It is to inform. Its columns are open to anyone with a legitimate story, article, newsworthy picture or other items of Agency-wide interest. FLY-BY is written for you, the FAA employee, therefore we invite your comments, critical or complimentary. Address them to: Editor, FLY-BY, PT-21. Should you include photographs, please be sure to reinforce them with cardboard to prevent their being ruined by rough handling. We will be looking forward to hearing from you . . . Val Isemann's retirement from the Agency on December 8, will be felt by FLY-BY staff. His ready smile and knowledge of photography will be missed . . . ALSO DEPARTING was Arnold S. Anderson of the Office of the General Counsel who left the Agency for private practice. A farewell luncheon was given him by friends . . . THE PAST couple of months have been busy ones for Agency personnel. Last month we mentioned that Bill Clifton, FS-440 had represented the Agency at the 14th Annual International Air Safety Seminar held in Naples, Italy, November 12-16. After going to press we learned that Robert Sanders, ARDS consultant, also attended the meeting.

A few days later he was in Paris where he acted as an ARDS observer at the meeting of the flight mechanics panel of the advisory group for research and development for NATO on November 20-24 . . . ANOTHER FAAer on the move was ATS Director David Thomas who represented the Agency at the 9th International Conference on Communications at Genoa, Italy on October 11. Returning to Washington, Mr. Thomas served as acting administrator of the Agency in the temporary absence of Mr. Halaby and Deputy Administrator for Administration Dean . . . EASTERN REGION has resumed publishing its regional publication, the FAA Thrust. We wish to welcome them back and congratulate them on their November issue . . . HERE'S A reminder for all FAA pilots. MOP 210, the Manual for Operation of FAA Aircraft, requires that each year, during the 60-day period immediately preceding his birthday, each pilot authorized to fly Agency aircraft will be required to obtain a proficiency check. He will be checked on the aeronautical skills required for original issuance of the highest certificate or rating required by paragraph 2.030 of Section 1 of the aforementioned manual. Revision one of the manual will be mailed out soon. Be on the lookout for it. We have been asked to remind you to keep your manual up to date, follow the rules and fly safely . . . CONGRATULATIONS to C. Woodrow McKay, chief of the Cincinnati Tower, who was recently appointed an honorary "Colonel" by the Governor of Kentucky, for long, outstanding service as chief controller of Kentucky's largest airport . . . IN CLOSING we want to remind you that it is no longer Hawaiian Region, but is now Pacific Region . . .



TURNER T-40 is warmed up by owner and builder E. L. Turner, an FAA aeronautical engineer with Southwest Region. Sleek craft took 2½ years and roughly \$1,000 to build. It has folding wings. Builder was awarded EAA's Outstanding Design Trophy at Rockford, Ill., last August.



CENTRAL Region Assistant Administrator John M. Beardslee (left) and Assistant Administrator for Administration Alan Dean (center), pose with Central's Deputy Assistant Administrator Henry L. Newman during Kansas City visit.



FAA ring is presented Bryan Z. Kile (right), management analyst, on the occasion of his retirement last November following 32 years service. Shown congratulating him are Stan Henceroth, FSS executive officer (left) and Carl Monsees, chief of the Management Analysis Branch.

1961 In Review

JANUARY 1961

Federal Aviation Agency commences third year of service . . . Administrator Quesada recommends establishment of a commercial supersonic transport program . . . President Kennedy names Los Angeles attorney Najeeb Halaby his principal aviation advisor and Administrator of FAA.

FEBRUARY

USAF and Agency announces transfer of military flight service functions from Air Force to Agency for all military aircraft operating within continental U.S. and in oceanic areas . . . FAA issues Second Annual Report . . . Intermediate airways system established and continental control area floor lowered . . . Agency joins Weather Bureau in expanding aviation weather services . . . Agency receives new turboprop *Electra* for flight training.

MARCH

Najeeb Halaby sworn in as new Administrator . . . Modern ARTC facility and automatic communications switching system dedicated in Honolulu . . . Contract awarded for \$4,000,000 jet age hotel at Dulles International Airport . . . First FAA tests of 3-D radar successful . . . Pilots asked views on safety in series of "Air Share" meetings . . . Project Horizon and Beacon task forces named . . . Project Tightrope established to review rule-making enforcement procedures of Agency.

APRIL

Agency adopts side lobe suppression feature for air traffic control radar beacon systems . . . Administrator forecasts nation's airport needs over next five years . . . World Air symposium held at NAFEC.

MAY

Use of portable FM radios on U. S. civil aircraft prohibited by Agency . . . Plans to establish 22 "Straight-Line" area offices cancelled . . . Agency announces policy to ensure equal employment opportunities . . . Plans announced for Agency decentralization . . . Nan 113, Boeing 720 jet joins FAA fleet.

JUNE

New FLY-BY issued. Circulation boosted to 43,000—copy for each employee . . . Halaby outlines reorganization plans for Agency; to include decentralization of authority, redesignation of regions, offices and bureaus, with Eastern Region serving as prototype, effective July 1 . . . Establishment of new Southern Region announced with Arvin O. Basnight named its assistant administrator and Paul H. Boatman, deputy assistant administrator . . . Washington National Airport observes 20th birthday . . . Agency inaugurates DME procedures on nation-wide basis . . . Grade increases for certain air traffic controllers announced . . . First Doppler type nav aids commissioned by Agency at Marquette, Mich.

JULY

FAA reorganization effective July 1 . . . Oscar Bakke becomes assistant administrator of new Eastern Region. Other regions renamed geographically. Alan L. Dean becomes deputy administrator for administration. Office of Budget established . . . 25th Anniversary of Federal control of air traffic observed . . . Dr. Stanley R. Mohler named director of Agency's Civil Aeromedical Research Institution . . . Grade increase for flight service station specialists announced . . . Amendment proposed to Federal Aviation Act to guard against hijacking.

AUGUST

Pathfinder ceiling raised to 60,000 feet . . . W. E. Cullinan, Jr., named manager of Dulles International Airport.

SEPTEMBER

George Moore named deputy director of FSS . . . Agency rules codification program announced . . . Type certificate awarded Umbaugh Aircraft Company for gyroplane . . . \$1.5 million teletype-writer contract awarded for modernization of Agency's telecommunications network . . . Frank E. Loy, Los Angeles attorney named special assistant to Administrator Halaby . . . Creation of a Federal Aviation Service proposed.

OCTOBER

Archie W. League appointed assistant administrator of Southwest Region. Robert V. Reynolds named deputy assistant administrator . . . Supersonic Transport Office established . . . Deputy Administrator James T. Pyle resigns . . . Agency commended for role in Operation SKY SHIELD II . . . Robert H. Willey named assistant administrator for Personnel and Training . . . John R. Provan became director of Office of Management Services . . . Clarke H. Harper became director of the Office of Budget . . . Joseph D. Blatt, acting director of ARDS, appointed its director . . . Agency awards \$300,000 contract for broad study of international aviation problems.

NOVEMBER

Joseph H. Tippets named assistant administrator for Western Region. Edward C. Marsh becomes deputy assistant administrator . . . FAA Airport Service established. Cole H. Morrow named director; George Borsari, deputy director . . . President asks Agency to implement Project Beacon air traffic control report . . . John M. Beardslee named assistant administrator for Central Region . . . Harry L. Newman, deputy assistant administrator . . . Robert I. Gale named assistant administrator for Hawaiian Region . . . Allen D. Hulen appointed assistant administrator of Alaskan Region . . . Project Tightrope report issued . . . Agency Regulatory Council established to advise Administrator on safety rule making. W. Lloyd Lane, Central Region counsel named executive director . . . Hawaiian Region is redesignated the Pacific Region.

DECEMBER

Administrator Halaby returns from a 14-day trip during which he inspected FAA international field offices, the engineering office in Paris, and a number of civil aviation assistance groups; looked into the air access to Berlin; discussed with U.S. Air Force officers proposed assumption of certain Air Force flight check functions under Project Friendship, and held discussions with the French over their building of a supersonic transport . . . Agency joins with other Americans and peoples of the Free World in observing Human Rights Week.

HEALTH FOR ALL

ENVIRONMENTAL HEALTH DIVISION
AVIATION MEDICAL SERVICE



Ulcers, or as they are sometimes called, peptic ulcers, are sores on the inner wall of certain parts of the digestive tract. They are found most frequently in two places—the stomach and the duodenum, which is the first 11 inches of the intestine right next to the stomach. Most ulcers are the duodenal type.

The human stomach contains many glands which secrete the gastric juices which digest food. Doctors believe that severe mental and nervous strain causes a disturbance of the nerves which control the blood supply to the tissue lining of the stomach and the duodenum, thus weakening it and permitting the juices to attack it.

Ulcers are formed when the gastric juices attack the weakened lining. When there is no food in the stomach, the juices act on the lining as if it were food and digest it.

It is estimated that 3 out of every 1,000 people have ulcers. Ulcers occur more often in men than in women, and are usually found in people who are naturally tense, hard working, and hard worrying.

Pain is the outstanding symptom of an ulcer. An ulcer causes a gnawing or aching sensation, burning, annoying, and cramplike, in the pit of the stomach, just below the breastbone. This is a sign that the stomach or duodenum is empty and the gastric juices are irritating the sore. It is important for a person who has such pain to see his physician at once.

Under proper treatment, which includes rest, diet, and medicines, the pain of ulcers can be relieved in about 10 days, but it takes several weeks for the sore to heal.

Ulcers are usually controlled by special diets prescribed by physicians. The diet itself does not cure the ulcer, but makes it easier for nature to heal it. Usually foods that are bland and soft and which will neutralize the acids in the gastric juices are recommended. An ulcer that is not properly treated can lead to more serious trouble. Special treatment in the hospital, sometimes including surgery, may be necessary if the ulcer is far advanced.

CORRECTION

The November issue of FLY-BY carried an item concerning the Agency's blood donor program. It was based on information contained in a memo to all FAA employees, Washington Office.

The memo read in part: "As long as at least 20 percent of the employees of this Agency contribute to the Red Cross through our own blood program, *all* of our employees and their families are entitled to receive blood replacements in any amount, in any hospital in the U.S., without charge for the blood itself."

FLY-BY interpreted the words, "... employees of this Agency ..." and "... *all* of our own employees ..." to mean all employees in the Agency. In checking this out, however, and in this particular instance, such is not the case. It pertains to those in the Washington area only. FLY-BY regrets the misinterpretation.

Check with your local blood program chairman for information concerning your particular area.

FSJC Campaign Starts This Month

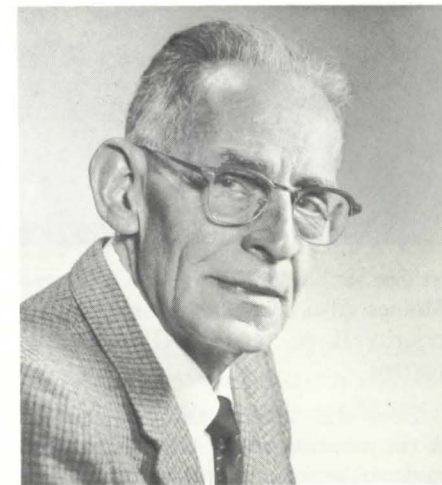
The annual Federal Service Joint Crusade drive will be conducted within the Agency during the period January 1-April 30.

FSJC includes CARE, Radio Free Europe, and the American-Korean Foundation. Held under the authority of the President, the drive will be conducted simultaneously with the National Health Agencies' campaign which supports the fight against cancer, polio, heart and other diseases.

CARE sends food and tools to the world's hungry, illiterate, and desperately poor. RFE is the free world's strongest and most influential network broadcasting to 80,000,000 captive people in the Communist-dominated East Europe. AFK strengthens the freedom and economy of South Korea through technical assistance, self-help, and rehabilitation projects.

During the combined drive, donors will be permitted to designate how their gifts are to be divided among the various agencies.

Valentine J. Isemann Retires From Agency



Valentine J. Isemann

Valentine J. Isemann, assistant to the chief of the Agency's still photographic lab in Washington, retired on December 8, following more than 25 years of Federal service.

Known as "Val" to countless friends, Isemann has been an employee of the FAA and its predecessors for some 23 years as a multilith operator, photographer and photo lab supervisor.

Fellow workers and friends honored him on the date of his retirement at the annual FA Club Christmas dance held in Washington.

A native of Washington, D.C., Isemann entered Federal service with the Works Project Administration in 1935 where he received his training in the photographic and printing fields.

In 1937 he transferred to the Department of Commerce, first working for the Census Bureau and then in 1938 joining the old Bureau of Air Commerce. He was associated with Federal aviation from that date on, serving the CAA during its existence.

One of Val's most prized mementos is a personal letter of commendation he received from then Secretary of Commerce Charles Sawyer, in 1953, for sustained meritorious job performance over a period of four years while with the CAA.

Asked what his plans were, Isemann said that he planned to spend a leisurely winter at his home in Washington, unless the weather became too severe. If that happened he would visit relatives in Tucson, Ariz.



"See if the ANNIE TANKERS are MARSA with SHOTGUN DELTA at Des Moines. Also, check the AVANA time on DEEP PURPLE out of Forbes . . . I show priority II on the FROG HOP mission. These ALTRVs must be pretty important . . ."

Does this sound confusing to you? A conversation similar to this is likely to occur between coordinators in an air traffic control center during a normal day's operation. The discussion concerns military missions which have been processed at the Central Altitude Reservation Facility, (CARF), the only such facility in the Air Traffic System.

The following excerpts from a letter written to the Administrator by Maj. Gen. Karl Truesdell, Jr., USAF, emphasize the importance of CARF in centralizing and simplifying the coordination associated with large scale military exercises.

"During the last two months this headquarters has conducted a number of no-notice, rapid reaction movements which required extremely fast and accurate handling by FAA. Due to the fact these movements were, in most cases, high priority missions our prime contact in conducting negotiations for airspace was with the Central Altitude Reservation Facility (CARF), Kansas City, Mo. Personnel at CARF demonstrated outstanding performances in every respect, accepting flight plans via telephone, approving use of airspace most expeditiously, accepting and processing necessary last minute changes, in every instance performing in a professional, businesslike manner.

Please accept and convey to all your personnel, particularly those employed at CARF, my congratulations and personal appreciation for many jobs well done."

CARF was established on July 24, 1956 through the joint efforts of the Strategic Air Command (SAC) and the CAA. The following year, 2,735 missions representing 38,003 aircraft were

processed. Compare this with an estimate of 13,500 missions composed of 58,000 aircraft for 1961 and you have some idea of the workload placed on this facility. The processing of a recent AIRBORNE ALERT altitude reservation required the full time efforts of five specialists for a thirty day period to assist SAC personnel in formulating and evaluating the flight plans. These missions were coordinated and plotted on sixteen map boards before final approval was transmitted to all concerned. Requests like these must be approved in such a manner as to prevent adverse impact on aviation in general, while at the same time, insuring successful completion of each planned military operation.

CARF has been allotted certain airspace wherein proposed missions can be approved without coordination with the air traffic control centers. The airspace can generally be described by drawing a line from the vicinity of Laredo, Texas, northward toward Bismarck, North Dakota. West of this line, CARF's jurisdiction is from 24,000 feet upwards to infinity; east of the line, above 14,000 feet. In the oceanic areas controlled by Miami, New Orleans, New York, Oakland, San Juan and Seattle centers, CARF is allocated all altitudes above 23,000 feet. Also, to expedite massive movements of military aircraft across the North Atlantic, CARF recently acquired airspace in the Bermuda Control Area. This includes the altitudes above 14,000 feet.

In a typical day's activity, it is not uncommon for a CARF specialist to talk directly with military project or planning offices in Hawaii, Alaska, England,

Spain, or North Africa to resolve mission conflicts. These actions are in addition to intra-agency coordination on FAA land line circuits and commercial telephone. Large scale exercises often require coordination with different military services, commands, units within commands, FAA air traffic control centers, FAA offices at Washington and Regional levels as well as foreign offices or air traffic control facilities.

CARF has become an integral part of the air traffic control system as a governing factor in the efficient use of airspace in the intermediate and high altitude route structures. By applying its authority in approving mission traffic, CARF has provided the necessary airspace for the USAF tactical aircraft to safely maintain the highest possible standards of combat readiness, with minimum inconvenience to other airspace users. In providing technical assistance to the USAF, in numerous proficiency development exercises, CARF has contributed to the establishment of an effective and ready airborne deterrent force, SAC, an essential component of our nation's defense.

What of the future for CARF? Plans include installation of the ICONORAMA Display System in the new CARF building to be constructed adjacent to the Kansas City Center building at Olathe, Kansas. ICONORAMA will automatically plot and project missions onto large screens, thus enabling the CARF specialist to rapidly search for conflicts in proposed mission traffic. The capability provided by the proposed CARF ICONORAMA System should effectively meet future anticipated requirements.

CARF specialists plot jet aircraft movements on one of the many map boards at their Kansas City office.



FLY-BY

CAREER MILESTONES

What are some of the tangible benefits of your continuing service as a member of Uncle Sam's career civil service? Every employee is well aware of the fact that the amount of annual leave earned increases as years of Federal service mount up. However, there are many other less well-known benefits that depend on length of service — benefits that build up to a sizable equity in a Federal career. The following benefits—important milestones in your career—apply to most employees, although there could be exceptions to them that your personnel office would be able to check out.

ENTRANCE ON DUTY. — Begin your probationary period. Begin serving your 3-year, career-conditional period. Acquire eligibility for low-cost group life insurance and health benefits. Earn annual leave at a rate of 13 days a year. Earn sick leave at a rate of 13 days a year.

ONE YEAR. — Complete your probation. Can be removed only for such cause as will promote the efficiency of the service. Get a within-grade pay increase in grade GS-10 or below. Eligible for promotion (in some cases you were eligible earlier).

EIGHTEEN MONTHS.—Get a within-grade pay increase in grade GS-11 or above.

THREE YEARS. — Complete service requirement for full career standing. Earn annual leave at a rate of 20 days a year. Have reinstatement eligibility without time limitation. Qualify for highest retention group in reduction in staff.

FIVE YEARS. — Have completed minimum service requirement for retirement eligibility, including survivorship benefits.

TWELVE YEARS.—Retain life insurance coverage without additional cost if you retire on immediate annuity. Retain health benefits coverage at the same cost if you retire on immediate annuity.

FIFTEEN YEARS. — Earn annual leave at a rate of 26 days a year.

TWENTY YEARS.—Are eligible for immediate retirement annuity if you are involuntarily separated and are at least age 50.

TWENTY-FIVE YEARS.—Are eligible for a retirement annuity if you are involuntarily separated.

THIRTY YEARS.—Can retire on full annuity at age 60. Can retire on a reduced annuity between 55 and 60.

Paul F. Steiner To Manage WNA

Paul F. Steiner has been named manager of Washington National Airport.

Steiner served as deputy director of the airport from February, 1944, to March, 1961, and was acting Director until his new appointment.

"Mr. Steiner's past record of achievement indicates his effectiveness in managing Washington National Airport—an airport which topped the nation in itinerant and instrument flight handled during the last fiscal year," according to G. Ward Hobbs, director of the Bureau of National Capital Airports.

Steiner began his government career with the Federal Trade Commission in 1926. He held various posts with the Farm Credit Administration, the Social Security Board, and the Maritime Labor Board before joining the CAA in 1941 as analyst and chief of that Agency's Management Planning Section.

He has served as advisor to the Republic of Panama and Costa Rica on airport administration and management. He also serves as guest lecturer on airport administration at Georgetown and American Universities. A native of Washington, D. C., Steiner attended American University.

DESIGNER Fred Shaw (left), goes over Tundrabird plans with FAAer Beyers.



Veteran Bush Pilot To Construct Plane

For the first time, the "manufacture" of an aircraft in Alaska is proposed and David D. Beyer, FAA aeronautical engineer has the job of certificating it.

It will be the first time Beyer has been called on to do the whole job of approving a type certificate for a plane, but since he is the only aeronautical engineer on the Alaska Region staff, the responsibility is his.

This is a typical Alaskan operation. Fred A. Shaw of Anchorage, is a veteran bush pilot and A & E mechanic. His shop is in the basement of his home. In his carport and yard are airplanes waiting to be repaired, or repaired and awaiting delivery. And there is one rather confusing pile of metal, the uncovered fuselage remaining from an accident. This fuselage has inspired Shaw in his plan to produce a "better bush plane," which is actually the dream of nearly every bush pilot in the new state.

Shaw plans to split the fuselage down the center, fore to aft. Then he will rebuild the fuselage 14 inches wider, install an engine 30 horses stronger than the one previously in the plane, add four seats and a constant speed prop, and presto—there's a new plane ready for certification by the FAA and for manufacture by Shaw. It will be somewhat faster and heavier than the original, and will be suitable for floats and skis, essentials in all successful bush flying activities in Alaska.

Shaw will call his plane the Tundrabird.

PAPERWORK

PAPERWORK has achieved a dynamic position in today's world because it is the principle media for "passing the word."

In fact, it is the "information bloodstream" of our business operations—from the smallest neighborhood store to the largest corporation.

Day-to-day correspondence, orders, sales slips, instructions, records, reports, etc., are all transactions which, when meshed together, make up the final action. Consequently, it must be acknowledged that PAPERWORK is necessary and IT IS IMPORTANT. But . . . how much of it is necessary and how much is important?

The mere mention of paperwork has greatly disturbed the complacency of men down through the ages. For example, as far back as Napoleon's day, the Duke of Wellington protested against too much "quill driving." The Hoover Task Force on Paperwork Management strongly recommended that this ever-increasing burden be brought under control.

Something must be done to stem the paperwork tide—to cut paperwork down. It's a requirement. It's time we make our paperwork work for us—not vice versa. We can do something positive when we have this attitude.

The Real Problem

Briefly, FAA's paperwork problem or problems remind one of Chicago's notorious fire. No one paid much attention to the cow as she kicked over the lantern but a little later—before anyone realized it—the flames had spread all over the area and created a conflagration that was difficult to control.

Red Tape is a universal phenomenon. While government sometimes seems to be the worst offender, it is found also in industry, academic circles, and from reading of the minutes of the Ladies Aid, even in the church.

To point out a cost factor of paperwork operations, here is a fact: In numerous instances a personal interest in a subject matter, when not questioned, becomes an intricate reporting procedure. When no one takes the trouble or time to question the need, paperwork starts its almost endless growth.

Then, again, when there is question on whether the information is readily available in the same or a similar form—paperwork will mount if this question is not immediately resolved.

The answer to both questions, is, as it must be, **CREATION MUST BE CONTROLLED.**

We all recognize and acknowledge that clerical or paperwork costs are high and they are going higher. Census figures, surveys, magazine articles substantiate the fact that over the past half century, paperwork costs have been multiplying at a rapid pace. This applies universally—to government as a whole—to industry—to service organizations, schools, hospitals, etc.

Why have paperwork costs mounted so rapidly? The growth and expansion of the population, industry, government, the increased complexity and consequent specialization of society, services and products—all have had their influences.

Also, as organizations grow and become more specialized, the lines of communication multiply and the need for coordination increases. This requires more records, **MORE PAPERWORK**—to direct, analyze, evaluate and to make decisions. The result is **INCREASED ADMINISTRATIVE COST** and **OVER-HEAD.**

What Can We Do?

What can we do to reduce and streamline paperwork? How can we cut costs? As an initial step toward reducing paperwork and cutting costs, we must determine what these costs are and where they are.

We must note the number and types of people involved, the time spent, the space, the equipment, the materials used.

In FAA, we try to control paperwork primarily through the use of several techniques, namely, forms management, reports management, records systems, correspondence management, and records disposal actions. Their use will contribute greatly to the efficiency of our operations.

Here are a few specific suggestions as to how management can influence paperwork:

- *Restrict the word to those "who need to know."* FAA is too big and too

specialized for everyone to read everything. It's tough enough to keep up in your own field.

- *Delegate authority to the real action level.* Why force a top supervisor sign his name to a routine paper that lower operating levels have taken complete action on?

- *Insist that copies be kept to a minimum.* The copy doesn't cost much to make. It's the time it takes to read, route, file, or throw it away, etc.

- *Prescribe and create only needed paperwork.* Are the logs and records we keep, the reports we ask for, etc. really contributing to our basic tasks?

Let's not have paperwork for paperwork's sake. Let's not be "snowed" by the "experts" who build empires around paperwork.

Always remember that—**PAPERWORK SHOULD WORK FOR US—NOT—VICE VERSA.**

If you need help, contact the Management Standards Branch or your Regional Management Analysis Officer.



Fred L. Woodlock Named Alaskan Region Attorney

Fred L. Woodlock (above) has assumed the post of assistant to the regional attorney of the Alaskan Region.

Before going to Alaska Woodlock served as an attorney for a year and a half in the Southwest Region at Ft. Worth. Prior to joining FAA he served in the U.S. Attorney's office in Ft. Worth and was an oil company attorney.

He holds a BS degree from Harvard and a law degree from Southern Methodist.

Woodlock served with the USM from 1938 to 1946, flying transport aircraft in the Pacific during World War II.

FAAer Nominated For Career Award



Oscar W. Holmes

Oscar W. Holmes, chief of the Obstruction Evaluation Branch of the Air Traffic Service, has been nominated by the FAA Awards Committee for the National Civil Service League's 1962 Career Service Award.

NCSL is a nonpartisan citizens' organization for good government. This year it will grant awards to ten career employees who exemplify in an outstanding manner the primary characteristics of the career service: efficiency, achievement, character, and service. Those chosen for the presentations will be honored at a banquet given in Washington on March 13.

A native of Dunbar, W.Va., FAA's nominee received a BS degree from West Virginia State College, an MS degree from Ohio State University and a LL.B and LL.M degree from Brooklyn Law School.

He learned to fly under the Civilian Pilot Training Program in 1940.

In January 1942 he joined the CAA as an air traffic controller (CAF-4) and was assigned to the New York ATCC.

In September of that year, however, he was commissioned ensign in the U.S. Navy and shortly afterward called to duty. Becoming a Naval aviator, he served as a ferry pilot until released from duty in December 1945.

In January 1946 Holmes returned to duty with the New York ATCC where he remained until March 1956. At that

time he was promoted to airways operations specialist and assigned to the regional office.

Mr. Holmes reported for duty with Washington headquarters in July 1959.

In their nomination, the awards committee noted that Holmes' service career is paralleled by his personal effort to train and educate himself.

A member of New York State and U.S. Supreme Court Bars, Holmes has served as air traffic control witness for several court and administrative law actions involving the Federal Government.

Administrator Names Regulatory Council

Administrator Halaby has established an Agency Regulatory Council to advise him on safety rule making. The new organization is based on recommendations contained in the Project Tighrope report released in November.

The new Council, with a vice chairman and executive director, will furnish a central forum for the FAA's rule making process. It will advise the Administrator on development of policy and procedures and on the justification of specific rules. It will also resolve differences of opinion on proposed rules or advise the Administrator when to step in to resolve a dispute.

W. Lloyd Lane, Central Regional

Did You Know?

- Last year over 1,100 FAA employees sustained injuries at work.

- 333 were disabling injuries and 7 were fatalities.

- The direct cost of these injuries was over \$1 million.

- The FAA is now paying these injury costs from appropriated funds.

- The number of motor vehicle accidents has been constantly rising in recent years.

- In recent months the FAA has sustained the complete loss of three navigational facilities caused by fire.

- These facilities were valued at over one-half million dollars.

- Only through active participation and interest by all employees in the Occupational Safety Program can this waste of manpower and facilities be curbed.

SUPPORT YOUR SAFETY PROGRAM!

counsel, has been named executive director of the new organization.

Formation of the council with its executive director follows in principle the Project Tighrope recommendation that an assistant administrator be appointed with the power to take over the currently dispersed rule making activities and authority of the Agency. Among other things, the Tighrope group also proposed a committee on rules to serve as a forum for FAA rule making.

The new Regulatory Council will be headed by the Administrator, with Lane as vice chairman and executive director. The group also will include the deputy administrator, general counsel, civil air surgeon and the directors of ATS and FSS. Other FAA officials will serve on the council when it deals with matters concerning them.

As executive director, Lane will see that the Administrator's rule making policy and philosophy are clearly understood within the Agency and that proposed rules are compatible with them. He will see that proposals from outside the Agency are properly considered. He will make sure that all new rules are justified, and generally serve as manager of the FAA's rule making process.

Lane has served as regional counsel for Central Region since 1954. He joined the CAA in 1947 as deputy regional attorney in Kansas City, Mo., following a career as a corporate and government attorney. He is a graduate of the University of Kansas and the Atlanta Law School.

W. Lloyd Lane



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 local personnel office.

Agency Orders

No. 22 (27 Oct. 61) — Establishes the functions of the Military Adviser to the Administrator and prescribes the scope of his responsibility.

No. 23 (6 Nov. 61) — Establishes the Airports Service and abolishes the Airports Division of the AFS.

No. 72 (10 Oct. 61) — Delegates authority to the chief accounting officers of the Agency to certify that amounts shown on prescribed reports as obligations are supported by required documentary evidence.

No. 73 (16 Oct. 61) — Requires each Agency employee desiring admittance to the cockpit of passenger-carrying aircraft during flight to make his request known to the pilot before departure of the aircraft.

No. 74 (7 Nov. 61) — Directs that continuing attention be accorded to the need for efficiency and economy in Agency activities in order to insure the best utilization of available resources and provides for periodic reports of savings resulting from such attention.

Agency Bulletins

No. 61-17 (16 Oct. 61) — Redesignates the position of Director of Personnel and Training to that of Assistant Administrator for Personnel and Training.

No. 61-18 (22 Nov. 61) — Redesignates title of Hawaiian Region to Pacific Region.

Agency Practices

No. 1-3 (11 Oct. 61) — "Preparation of Memoranda," is revised to prescribe use of a new Agency memorandum form (FAA-2800).

No. 3-335 (24 Oct. 61) — Revises Sec. 6 of Agency Practice 3-335, Merit Promotion Plan. It gives Assistant Administrators responsibility for screening Executive Promotion Plan candidates for positions in their Regions.

No. 9-1 (27 Oct. 61) — Sets forth policy regarding library services, assigns responsibility for administering the library service program, and outlines basic procedures regarding library services and funding of the library services.

No. 0-5 (31 Oct. 61) — Sets forth procedures for the Services and Offices to follow to request research and development effort from ARDS and outlines how that service will handle such requests.

No. 3-337.2 (31 Oct. 61) — Establishes policy and procedure governing requests for occupational draft deferments and requests for enlistment in the Ready Reserve of Agency employees who have certain skills critical to the Agency. It also prescribes appeal procedures.

No. 11-4 (3 Nov. 61) — Supersedes the capitalization policy issued by the Administrator of Civil Aeronautics which was transmitted under a covering memorandum signed by the Assistant Administrator dated 29 April 1957.

No. 2-200 (14 Nov. 61) — Revises 2-200, Delegation of Travel Authority. It incorporates the provisions of PL 87-139 approved 14 Aug. 1961, which increased the allowable maximum for actual subsistence (a) to \$30 per calendar day or fraction thereof for travel within the 48 contiguous States and D. C., and (b) for travel elsewhere, the sum of maximum per diem allowance officially authorized for the locality in which travel is performed, plus \$10. It also permits limited redelegation of authority for approval of reimbursement on an actual-expense basis.

No. 10-14 (16 Nov. 61) — Prescribes Agency policy for providing flight training for civilian Agency personnel and for military personnel on assignment to the Agency pursuant to Sec. 302 (c) of FA Act and in accordance with the terms of the FAA/DOD Agreement.

Practice Bulletins

No. 1-7 — Prescribes policy and procedures for implementing the Post Office Department's Nationwide Improved Mail Service Program.

No. 2-11 Revised — Establishes per diem rates for travel categories of FAA employees within the continental U. S. which may be reimbursed up to the maximum of \$16 and prescribes a \$16 rate for change of official station.

MS Director Provan Man of Many Jobs



John R. Provan

John R. Provan, recently named director of Management Services, gives you the impression that he is the type of official troubleshooter who likes nothing better than to tackle a tough problem head on, and in his shirt sleeves.

The 42-year-old administrative specialist arrived at his present job with the Agency via the Veterans Administration Bureau of Budget, Department of Defense and other government agencies.

A native of Pittsburgh, Pa., Provan holds a BA degree in political science from the University of Pittsburgh and an MS degree in public administration from Syracuse University.

Following World War II service with the Air Corps overseas, he began his government career with the Federal Civil Defense Administration.

From 1954 to 1957 he was assigned to the office of the Assistant Secretary for Defense where he became an automatic data processing planner for supply and logistics.

In 1958 he joined the Bureau of Budget where he developed and coordinated a government-wide program to apply ADP techniques to government operations. Like others familiar with ADP, he believes its widespread use in the government is inevitable.

A resident of Alexandria, Va., where he is active in PTA, church and civic affairs, Provan also manages to continue lecturing in public administration at George Washington University. Whenever he can find time, he likes to pursue his hobby of furniture finishing.

FAA Team Develops Radar Training Aid

Twenty months inventive effort has been crowned with success for two Alaskan employees of the Federal Aviation Agency. As a result air traffic control students throughout the nation are expected to have a new device to help them learn radar approach control.

John W. Vermillion, controller at the Anchorage air traffic control center, and Richard Haines, FAA machinist at Anchorage, recently demonstrated their precision approach radar simulator to officials at Washington after spending more than a year and a half developing it. Washington officials were so enthused with the invention that they are planning to have it produced on a national scale for installation at FAA facilities wherever radar control is used.

The simulator has been sent to the Aeronautical Center at Oklahoma City for production cost evaluation and pending availability funds will be adopted for national use. It will be employed as an aid in teaching trainees the art of guiding aircraft to safe landings.

The idea belongs to Vermillion who saw the need for an inexpensive training device, and it became a reality through the skill of Haines who created the parts and constructed the prototype. Being mechanical rather than electronic as many similar devices are, the simulator can be produced in volume for a few hundred dollars rather than the several thousand that electronic simulators would cost.

It is a comparatively simple machine weighing only a few pounds and is composed of cams, five small electric motors, a plastic cylinder, relays, neon lights, gears, and a simulated radar scope.

INVENTORS John Vermillion (left) and Richard Haines, display PARS Aid.



Through use of slitted metal plates, a neon light shines as a target or "blip" on the scope face to simulate the position of an aircraft as it comes in for a landing, just as it would appear on a real radar scope. The distance to the left or right of the center line of the runway and the angle of glide of the aircraft is positioned on the scope by the instructor with a remote control box. The student, by observing the aircraft's position, can "talk" it down to the runway in the same manner he would if it were a "live" aircraft making an approach and landing in bad weather.

The simulator model Vermillion and Haines took to Washington for demonstration is a refined version of an earlier model they developed which is still in use at the Anchorage control center. Their original idea netted them each \$100 as an incentive award from FAA. Regional officials endorsed the original idea and referred it to Washington where authorization was received to develop the newest version.

Vermillion and Haines at first worked only in their spare time and even spent some of their own money, on parts and materials for the simulator. However, during its final stages they were granted time from their regular jobs and funds to perfect the invention.

The simulator, which is expected to be used in more than 40 FAA facilities throughout the nation, took about 500 hours but less than \$500 to develop.

Commission Outlines Disability Retirement

According to a recent CSC bulletin, a review of applications for disability retirement under the Civil Service Retirement Act revealed that nearly 25 per cent of applicants had attained sufficient age and length of service—age 60 with at least 30 years of service, or age 62 with a minimum of 12 years of service—to be eligible for the same Federal benefits through optional retirement as through disability retirement.

The general requirement that an employee must have, within the two year period preceding the separation on which his retirement is based, at least one year of service under the Retirement

Act is not applicable when an employee retires for disability. The review showed, however, that all applicants in these two age and service classes met this requirement without difficulty.

Through optional retirement these applicants had available to them:

- The same annuity.
- The same benefits under the Federal Employees' Group Life Insurance Act.
- The same benefits under the Federal Employees' Health Benefits Act.
- The same Federal income tax rates.

These identical benefits are more rapidly available through optional retirement and are granted without the need for any medical examinations.

Exemption from Federal income tax for part of income received because of disability retirement ceases when normal retirement age has been reached. The Bureau of Internal Revenue has ruled that normal retirement age for Federal employees is reached at age 60 with 30 years of service, or age 62 with 5 or more years of service.

Agencies have the authority to grant accrued sick leave or to waive repayment of advanced sick leave on evidence of disability which is administratively acceptable to them. A finding of total disability by the Commission is not necessary for the proper granting of sick leave, accrued or advanced.

In some instances a finding of total disability by the Commission is sought to bolster claims for disability compensation from other government agencies or from private insurance companies. It should be considered, however, that while such a finding may lend some support to other claims it is not conclusive. The term "total disability" under the Retirement Act refers only to inability to perform efficiently and without hazard the duties of grade and class of position last occupied. It does not mean total disability for any gainful occupation.

An unnecessary application for disability retirement not only delays action on that case but the additional workload makes it more difficult for the Commission to act promptly on the claims of those who are disabled and are not eligible for full retirement benefits through optional retirement.

This information was contained in CSC Bulletin No. 831-1.

Anniversary

Federal installations and employee groups across the country will observe the 79th anniversary of the Civil Service Act during the week of January 14-16.

Today's Federal employee and the citizens of the U. S. owe much to the Civil Service Act of January 18, 1883, for it established the framework for a merit system under which two million civilian employees now serve the American people.

For about a half century before 1883, the slogan, "To the victor belong the spoils" described the accepted practice in filling Government jobs.

By 1853 it had become the custom to stop all regular activities for a month after a change of administration to allow the President and heads of departments to devote time to settling the multitudinous and conflicting claims of the spoils-men.

Such a situation, undesirable as it was even then, would be disastrous today when nations communicate across the oceans face to face.

Only about 10 per cent of Federal employees were under the merit system in 1883; today it covers more than 86 per cent of all employees worldwide—91 per cent in the United States—who staff the more than 70 Federal agencies.

To the citizen who applies for a Federal job and for the one who already is a Federal career worker, the merit system established by the Civil Service Act is a guarantee that he may qualify for a job on the basis of ability to do the work, without discrimination with regard to race, religion, national origin, or politics. It entitles him to consideration for promotions on the same basis, and it provides protection from arbitrary dismissal and from being obliged to render any political service or tribute.

To the citizen who is not a Federal employee and who does not seek such employment, the merit system guarantees selection of the best qualified people available for the public service. It requires of public servants high standards of conduct and competence in their employment.

To all citizens it means a stable Government service capable of preserving the continuity of essential Government programs required by the American people.

editorial

A Week With a Purpose

WE REALIZE that some people, somewhere along the line, get confused with the different weekly observances that are held and promoted throughout the country. No doubt you've heard of some of them — National Pickle Week; National Don't Beat Your Wife Week; National Be Good To Your Mother-in-Law Week. The list goes on and on.

You read about these and some of the names of these weekly observances give you quite a chuckle. But once in a while you run across one of these "weeks" and it sets you to thinking that some have a purpose — that they actually do have a dedicated reason for their existence and that they become truly a week for all people to observe.

One of these was observed last month by the Agency at the request of the Secretary of State. It was called Human Rights Week. And in observing this week, the Agency joined not only with the remainder of the American people but with other nations of the free world.

Maybe, after the toils of the day and after reading some of the articles which were adopted by the United Nations General Assembly on December 10, 1948, you will agree that this was one of these weeks with a purpose.

The only thing we would like to add is that weeks such as this should be lived by all people on a day-to-day basis, every day of every year.

These are some of the Human Rights' articles:

- All human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in a spirit of brotherhood.

- Everyone is entitled to all the rights and freedoms set forth in this declaration, without distinction of any kind, such as race, color, sex, language, religion, political or other opinion, national or social origin, property, birth or other status.

- Every person has the right to life, liberty and security of person.

- No one shall be subjected to torture or to cruel, inhuman or degrading treatment or punishment.

- All are equal before the law and are entitled without any discrimination to equal protection of the law.

- Everyone is entitled in full equality to a fair and public hearing by an independent and impartial tribunal.

- No person shall be subjected to arbitrary arrest, detention or exile.

- Everyone has the right to a nationality. No one shall be arbitrarily deprived of his nationality nor denied the right to change his nationality.

- Everyone has the right to own property alone as well as in association with others. No one shall arbitrarily be deprived of his property.

- Everyone has the right to freedom of thought, conscience and religion.

- Everyone has the right to freedom of opinion and expression.

- Everyone has the right to freedom of peaceful assembly and association.

- . . . the will of the people shall be the basis of the authority of governments; this will shall be expressed in periodic and genuine elections which shall be by universal and equal suffrage and shall be held by secret vote or by equivalent free voting procedures.