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U.S. Department of Transportation  
Federal Aviation Administration



# Alaskan Intercom

FAA—Alaskan Region  
Anchorage, Alaska

August 1993

93-8

## FAA's Outstanding Employees of the Year



**Annie Good** Category I  
(GS-I thru GS-6)



**Lee McCaw** Category II  
(GS-7 thru GS-11)



**Mary Lou Dordan**  
Category III (GS-12 and above)



**Michael Taylor** Category IV (Community Service)



**ANC SFO Navigational Communications Team:**  
Category V (Team Accomplishments)

**Jimmy Ford**  
**Steve Andrews**  
**Chuck Benson**  
**Boyd Fullmer**  
**Chuck Hill**  
**Ed Hyatt**

**Les Kleider**  
**Lee Muller**  
**Kathy Pinette**  
**Jim Tinius**  
**Jay Watson**



The FAA nominees, along with nominees from other Federal agencies in Anchorage, were honored at the annual FEA Awards Luncheon on May 7, 1993. FAA Regional Administrator **Jacquie Smith** was the speaker for the luncheon.



# Essay Winners

## FAA Secretaries Take Top Honors

### Become a Self-Advocate

By Kristine Scott, Great Lakes Region

So, you're just a secretary—one of thousands who earn or supplement their incomes by typing, filing, making travel arrangements, and generally making sure everything goes as it should for the "Powers That Be."

Well, wake up, you're not just the secretary, you are a person in control of your destiny and in a position that offers you unlimited possibilities.

Today's secretaries are on the front lines of a fast-paced track that has change on the horizon.

Tomorrow's secretaries face increasing pressures to bring a more diverse range of skills into the workplace.

Competent secretaries, who are fluent in office automation technology, with strong organizational skills, are in diminishing supply.

In order to meet the challenge of the future, you've got to get busy!

Determine what path you'd like your career to take and pursue it, tap into available resources, outline a plan for growth and self-development, ask for additional responsibilities and training.

Time spent wishing you were not the secretary is counter-productive! Put the skills and knowledge you employ on a daily basis to work for you.

Become a SELF-ADVOCATE, because it all starts with your belief in what you can do.

Finally, remember that the job you've always wanted begins with the one you already have!

Two FAA secretaries took top honors in the DOT's annual essay contest, placing first and third.

→ Kristine Scott, who works in the Human Resource Management Division at Great Lakes Regional Headquarters in Chicago, was awarded first place.

→ Carole McClure, who works for the Los Angeles Aircraft Certification Office in Long Beach, tied for third.

Two women from the Federal Highway Administration, Barbara Smith of Atlanta and Matina Mejia from Portland, Oregon, rounded out the winners.

The top essayists were honored in a recent Washington ceremony at DOT Headquarters.

Eighty-one DOT secretaries entered the contest which was sponsored by the DOT Federal Women's Program Managers Intra-Departmental Council in conjunction with National Professional Secretaries Week

This year's contest theme was "In Touch with Our Future."



### Intercom

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The submission deadline is the first Friday of each month.

If you have questions, suggestions, or complaints, please call the Editor at 271-5169.



# A STAR Is Born

## AXO STAR Awards—Sharing Talents Achieves Recognition

Are you aware of a “STAR” employee who has accomplished a deed and deserves recognition? Do you have a “STAR” employee working next to you going unnoticed?

Oftentimes employees’ significant accomplishments go unnoticed as they do not necessarily fit into existing award programs or other forms of recognition. The Alaskan Region recently facilitated the development of a new award program which allows recognition of such employees. This program is the AXO Sharing Talents Achieves Recognition (STAR) Award Program.

The AXO Star Award is granted to employees or groups of employees who contribute of their time and efforts for achievements that are not necessarily job related or because the accomplishments do not meet the criteria of other award programs. This award is nonmonetary and consists of a specially designed star pin and certificate.

The AXO STAR Award will be presented for achievements which exemplify: 1) community involvement where an employee’s personal time, energy, and effort have been contributed, 2) humanitarian or heroic deeds, 3) recognition of a “class act” (significant activity) and/or “value added”

service, 4) long-term or quality benefits to customers and co-workers, and/or 5) diverse work as a facilitator or problem solver.

Nominations for the AXO STAR Award may be submitted by any employee by using a specially designed format which is available through division or staff office Incentive Awards Coordinators. Although considered informal recognition, award nominations should provide sufficient information for the Regional Administrator to consider in the approval process.

Nominations are submitted through Incentive Awards Coordinators to the Regional Incentive Awards Officer. Wherever possible, the Regional Administrator will personally present the AXO STAR Award to recipients. Those nominations deserving special consideration may be forwarded to Washington Headquarters for additional recognition.

Do you know a STAR talent in our agency? If so, contact your Incentives Awards Coordinator for information on nomination procedures for recognition through the AXO STAR Award Program. **Carol Marvel**, Regional Incentive Awards Officer, can be reached at 271-3572.



“So many of our employees are deserving of recognition for their gifts, not only at work, but also outside of work. Let’s have an award that doesn’t require red tape, just a great way to say, ‘Thanks!’ “

— Jacque Smith  
Regional Administrator  
Alaskan Region



*Jacqueline Smith, Alaskan Region Regional Administrator, was the first recipient of the AXO STAR Award. **Carl B. Schellenberg**, Acting Executive Director, AXO-I, nominated Jacque for her creativity in initiating the idea and for the work she did in making the award a reality.*

# ROC Personality Profiles

by Crystal Crouch

Wouldn't we all love to work in an office where we had to flip a switch to let people in the door? Or what about watching cable television all day on two monitors? This may sound like paradise to you, but to the staff of the FAA Regional Operations Center, it's all in a day's work.

The Regional Operations Center (ROC) is the nucleus of all communications for the Alaskan Region. Work in the ROC can be as low key as clipping news articles or as high pressure as receiving and disseminating crucial information during a major airline accident.

ROC duty officers have a wide variety of job assignments, all of which are vital to the lifeline of the FAA. These include making sure certain division managers can be reached at all times, knowing where to contact employees in the event of an emergency, receiving information on the status of natural disasters, managing classified communications, and setting up teleconferences to worldwide locations. The ROC operates 24 hours a day, everyday, with officers working at varying shifts.

Many FAA employees never meet the ROC staff since their office is tucked away in a hall, and they work behind a glass window and locked door. Combined, the seven-person staff has over 130 years of aviation experience. All of the staff enjoy their unconventional work schedules, their duties in the ROC, and fishing on the Kenai River.

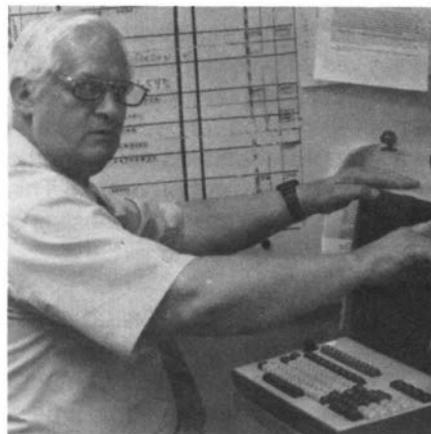
## **Jim Walcutt:** Duty Officer, ROC.

"Everybody here makes FAA identification cards; however, I'm the only one who handles the ID requests from the Bush."

Jim Walcutt has been with the FAA 18 years, most as a flight service station specialist, and says that working in the ROC is one of the best jobs he's had. "I like the responsibility of working here. I like the different types of questions and activities that we do. Such as being the first line of notification for accidents, things like that," he commented.

When asked what it's like to have such diverse assignments as a duty officer, Walcutt said, "You set up telephone conferences for many places including Russia, and you always have an idea of what's going on."

Walcutt began his career in 1965 as an F4 Aircraft Radar Intercept Operator for the Navy. From 1975 to 1991, he worked at FAA flight service



stations in Fairbanks and Anchorage. In October of 1991, Walcutt transferred to the ROC.

Walcutt is an upbeat fellow. "I've got more hobbies than you can shake a stick at. I have a very complete wood shop in my basement that I use in the wintertime. In the summer, I like to sail on my 38-foot sailboat in Prince William Sound," he said.





**Bob Turner: Duty Officer, ROC:**

"I'm in charge of the communications security account. I also help with training. I've gone to the various flight service stations and given briefings on ROC operations," he said.

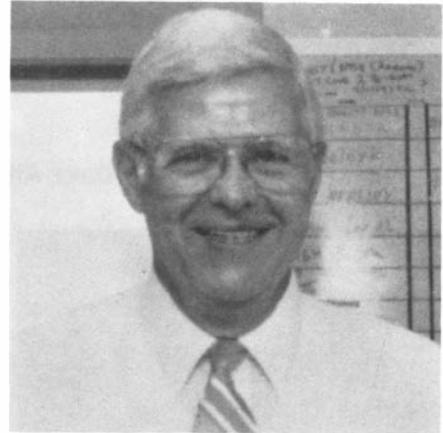
Bob Turner has been with the FAA 25 years. Before becoming a duty officer in 1992, he worked at the Anchorage Flight Service Station where he was area supervisor.

Turner enjoys the information-gathering part of his job at the ROC. "You get to know a lot of things, but you can't tell all you know. We do all the notifications for crises, emergencies, and accidents. It's really interesting to know what's going on. I enjoy it," he said.

When not collecting information for the FAA, Turner collects stamps, coins, and old newspapers. He also enjoys fishing for grayling and trout at Hidden Lake in Kenai. Turner regularly tours Alaska with his wife and has driven the Top of the World Highway, from Dawson City to Boundary, three times.

**Bill Schmidtman: Duty Officer, ROC**

"One of the most time-consuming things I do is emergency readiness. I've made presentations to several employee groups at their all-hands meetings on emergency preparedness, such as what to do in the event of an earthquake," said Bill Schmidtman, a 17-year veteran of the FAA. He is working in the ROC on detail from the Human Resource Management Division. Schmidtman utilizes his HRM knowledge at the ROC in many ways.



Schmidtman makes sure that each sector and division has updated its emergency preparedness plan, a responsibility he has held since 1986 when he became Emergency Preparedness Officer in HRM.

One of the things he values about being a duty officer is the sense of providing a needed service. "I think the hardest thing I have to do is decide if an item is significant enough to wake up the Regional Administrator at 2:30 a.m. You can never tell if someone is going to be annoyed at being awakened at that time or irritated that you didn't tell them sooner," he said.

Before coming to the FAA in 1976, Schmidtman worked 15 years for the National Weather Service as a weather observer and forecaster. "One year, I worked on Ice Island T-3 that drifted around in the Arctic Ocean. We used it as a weather platform in the Beaufort Sea. We saw lots of polar bears. It was just like being on a ship in the Arctic Ocean."

Staying very busy at work and at leisure, Schmidtman is the Flotilla Commander of Anchorage United States Coast Guard Auxiliary Unit and teaches boating safety classes for the Coast Guard Auxiliary. He owns a 20-ft. aluminum skiff that he uses to fish in salt and fresh water. And he is Chairman of Mayor Fink's Transit Advisory Board.



## ROC Personalities (continued from page 5)

### Dave Allred: Duty Officer, ROC



"I'm the STU-III

Coordinator for the Alaskan Region — all the secured facsimile machines and secured three-voice systems. STU-III is the secured voice system. We can call anyone who has such a system anywhere in the world, and talk to them by secured voice. We scramble the channel so it cannot be intercepted," he said.

Dave Allred has been with the FAA 15 years and in the ROC for 3. He likes the responsibility of handling the classified system which was actively used during the Persian Gulf War. "I also take care of the FM radios, 13 portables and 2 emergency sets," he said. Allred likes working with different FAA division managers and the complexity of his job as a duty officer.

Allred came to the FAA in 1978 after 11 years in the operations department of Wien Air Alaska. He worked as an air traffic controller until 1990 when he transferred to the ROC. Allred has a pilot's license with a commercial instrument rating. In his spare time, he likes to work in his garden and fish on the Kenai River.



### Connie Roe: Duty Officer, ROC

"I've probably been the main person to handle the Crypto account. Currently, I've been training people to work on that," she said. The Crypto account is coded messages used only in classified situations.

Roe likes her work schedule and working independently. "I also like the pay," she said, chuckling.

Many of Roe's 30 years with FAA have been spent in the area of communications. She has also worked in Airway Facilities and Air Traffic. "I like the element of 'the unknown' in this job. You never know exactly what is going to take place or what you are going to hear on the other end of the telephone line," Roe said.

"If one of us is sick or there's a major incident, everyone is more than willing to come in and help. If I had to do it all over again, I would choose to work here," she added.

Roe likes to spend free time fishing on the Kenai River where she has property. She also likes working in her flower garden tending roses and enjoys arts and crafts.



**Lou Sudano:** Duty Officer, ROC

"You could say that I'm just an average guy," he insists.

Lou Sudano has been a duty officer in the ROC for the past 9 years. He entered on duty with the CAA in 1957 as an airway operation specialist at Cleveland, Ohio. For 25 years he separated aircraft and loved it.

"I'll have 40 years of Federal service in October," Sudano said with a bit of awe in his voice.

When he is not at work, Sudano likes to fish, play guitar, and fly. He holds a multiengine commercial pilot certificate.



**Ken Burdette:** ROC Manager

"My specific duties are to manage this resource. I'm responsible for everything that goes on in here. I report directly to the Regional Administrator and am responsible for keeping her informed," Ken Burdette said.

When asked what he likes about his job, Burdette's eyes lit up. "The action," he replied. "We are the focal point of all communication that comes in and stay abreast of everything that's going on. It's exciting. There's not any room for boredom."

As a former manager of Anchorage International Airport, Burdette is used to making crucial decisions on deadlines and isn't the slightest bit flustered when things kick into overdrive in the ROC.

Burdette enjoyed a 23-year career in the U.S. Army, including 10 years as an army aviator. From 1986 to 1989, he was the airfield commander of Bryant Army Airfield at Fort Richardson. In 1989, he retired from the military to become the manager of Anchorage International Airport. He came to the FAA in 1991 as Special Assistant to the Alaskan Region's Regional Administrator. A year later, Burdette was named manager of the Regional Operations Center.

"We feel we are the heartbeat of the FAA family with an emphasis on rendering assistance to people in the Bush," he noted .

Burdette enjoys flying and is particularly proud of the fact that he can hover! Burdette emphatically added that he also likes fishing on the Kenai River and spending time with his family.



# Look Who's 80!



photo by Verna Ford

*Marilyn Q. Dillard, AAL-55B, (and formerly AAL-450a), presents Del with one of several functional birthday presents.*

On July 1, friends and co-workers of **Del Thomas**, AAL-450M, gathered in the Executive Conference Room to celebrate his 80th birthday and, coincidentally, roast him a bit. All present marveled at Del's quick wit, sharp motor skills, and the fact that he's got in more years of service than his branch manager's age! In all seriousness, Del continues to make a positive contribution to the agency's mission in his capacity as Logistics Management Specialist for the Establishment Engineering Branch. The celebration ended with Del exhorting those present to make sure and be around for the observance of his 160th birthday!



photo by Verna Ford

*Del Thomas, AAL-450M, prepares for an octogenarian carbo blast as he lays into one of three custom-made birthday cakes.*

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✈ August 23, 1977: The first sustained human-powered flight (i.e., flight propelled by human muscle) occurred when Bryan Allen pedaled aeronautical designer Paul MacCready's Gossamer Condor, a heavier-than-air craft weighing less than 70 lbs., through a 1-mile, figure-8 course in the desert at Shafter, Calif.

✈ August 11-17, 1978: Ben L. Abruzzo, Maxie L. Anderson, and Larry M. Newman made history's first balloon crossing of the Atlantic, from Presque Isle, Maine, to Miserey, France, in 5 days 17 hours 6 minutes.



# Fairbanks Airport Welcomes FSDO-01

Personnel of the Fairbanks International Airport presented Fairbanks Flight Standards District Office personnel with a cake on April 26, 1993. The occasion was to welcome the FAA as new tenants to the airport terminal. The space now occupied by the FSDO was previously a restaurant but had been empty for a number of years. The space was completely remodeled to meet the needs of the FSDO and took 4 months to accomplish.



Left to right, standing: **Lew Wood**, Chief of Safety; **Bob Bullock**, Airport Manager; **Jane Brownfield**, Chief of Leasing; **Bruce Pilcher**, Chief of Maintenance; **Diane O'Driscoll**, Accounting Supervisor; **Larry Dalrymple**, FSDO Manager. Seated: **Terra Shideler**, Airport Staff Assistant; **Jim Fiorenzi**, Business Manager; **Jerry Vonnahue**, Buildings Foreman.

## It's Back

### Peña Continues 'Way-To-Go' Tradition

DOT Secretary **Federico Peña** is continuing to give "Way-To-Go" awards to DOT workers, a practice started several years ago by former DOT Secretary **Sam Skinner**.

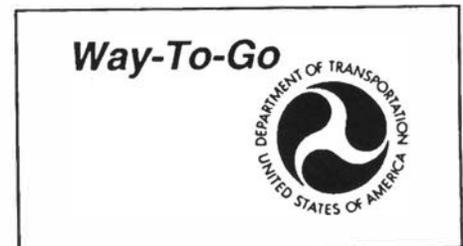
"I fully support the intent of this award and want to continue the tradition of letting our employees know they are valued members of the team," Peña said.

The award, a lapel-size pin with the DOT logo and the words "Way-To-Go" above it, recognizes a

particular accomplishment or a specific act of humanitarian service.

"Way-To-Go" is not meant to be a substitute for an incentive or performance award.

Peña urges supervisors to submit names of employees, at all levels, who merit the award. Nominations should be sent to Peña through the DOT Director of Personnel, M-10, at DOT's Washington Headquarters.



The small "Way-To-Go" pin looks like this.

# Metlakatla Students Visit VORTAC



On April 7, 1993 the Ketchikan SFOU held an open house at the Annette Island VORTAC. Personal invitations were extended through the Metlakatla school administrators for all students. Posters were displayed weeks in advance, inviting community participation.

Over 200 people attended the activities throughout the day. The sixth through the twelfth grades participated.

Electronics technicians **Dale Hughes** and **James Huteson** enlightened everyone with what our systems were all about.

Maintenance mechanic **Henry Sam** showed what backup power can do. **LuDell Hutchings** did the preliminary greeting and coordination of all visitors.

Many questions were fielded about employment and the importance of these systems to the flying public.

The most common remark was, "I always wondered what was inside this building. I'm glad I came to see it."



# FAA's Ambassadors

When **Ray Marley** retired 3 years ago, he made a personal call to the FAA Administrator to say that although he would no longer be on the rolls of the FAA, he would always be FAA's ambassador.

Leaving Alaska the next day after retirement, Ray stayed on the move, telling FAA's story wherever he went. Early in June, he returned to Alaska for the first time — and paused long enough to accept the Distinguished Career Award which arrived in the Region 2 weeks after he left.



*Dave Morse (right) proudly presents the Administrator's Distinguished Career Service Award to Ray Marley.*



*Gene Cowgill (left) Presents the Air Traffic Division's plaque to Charlie Muhs*

On May 29, 1993, **Charlie Muhs** retired from the Federal Aviation Administration. His entire CAA/FAA career was spent in the Alaskan Region. His last position was the Air Traffic Manager of the Anchorage FSS. On Friday June 4, 1993, over 100 of his many friends came together to honor him for his distinguished career. Rick Ericson, AAL-514, acted as master of ceremonies for the evening. Rick, gave the standing-room-only crowd a look at Charlie that was only rumored until then. Among the many awards and presentations he received were special recognition from the City of Anchorage and the National Weather Service. The Regional Administrator presented Charlie with the "Alaskan Region Distinguished Career Service Award."

Charlie has taken on the job of editing the *Our Time* newsletter for Alaskan Region retirees.



*John Williford (center) accepts his retirement certificate from Deputy Regional Administrator Dave Morse (left) and Airway Facilities Division Manager Robie Strickland.*

# Analyzing Safety

## Employees Win Accolades for Automated Analysis Tool



Eleven FAAers and five DOT employees from the Volpe Transportation Systems Center in Cambridge, MA, were lauded recently for their contributions in developing and implementing the highly sophisticated Safety Performance Analysis System (SPAS).

SPAS—scheduled to be fully operational in 1995 and 1996—is a Flight Standards data analysis support tool that will provide agency inspectors, supervisors, and managers with user-friendly access to information in more than 25 DOT data bases.

Future plans call for adding industry data bases to the system.

Designed as a prototype in each of FAA's nine regions, SPAS will improve inspector surveillance capability. It will be used to develop and implement realistic work programs, both locally and nationally. Benefits include improved determination of staffing needs and allocation of re-

sources, and scheduling special inspection and training requirements.

A superior group performance award was presented to members of the SPAS working group—which includes a Department of Defense representative—by acting FAA Administrator Joe Del Balzo, who characterized group members as leaders “not only in the FAA's effort to ensure aviation safety, but also in the Federal Government's effort to reinvent itself.”

The group was commended for extensive field user involvement in the development of SPAS performance indicators.

Three groups were honored during the Headquarters awards ceremony for different phases of system design and implementation. Fred Leonelli, Aircraft Maintenance Division manager, was singled out as the system's initiator. Barbara Wright, AFS-361, is the program manager.

### SPAS Developers

*Fred Leonelli*  
Headquarters

*Barbara Wright*  
Headquarters

*Joseph Zogbi*  
Eastern Region

*Dennis Niemeier*  
Southern Region

*Joseph Budro*  
Western-Pacific Region

*Mark Rosenthal*  
Headquarters

*John Lapointe*  
FAA Technical Center

### SPAS Designers

*Dave Tammaro*  
*Ed Howerter*  
*Bob Douche*  
*Bruce Clarkson*  
*Jennifer Dullea*  
Volpe Transportation Center

### SPAS Supporters

*Peter McGue*  
Southern Region

*John Hallinan* ✓  
Alaskan Region

*Gary Webb*  
Western-Pacific Region

*Rich Anderson*  
Eastern Region



# Special Achievement Award to Dick Gordon, Flight Standards

During the time he served as acting manager of the Flight Standards Division, **Dick Gordon** provided service far above the mere "requirements of the job." Two major events occurred which had both national attention and high potential for tragedy.

First, a Boeing 747-B physically lost an engine shortly after takeoff from Anchorage International Airport. The 8,800-pound engine was the size of a truck, and it landed in a crowded part of Anchorage. Flight Standards responded immediately and professionally in a manner and degree which brought accolades from numerous seasoned observers. As a result of Dick's overall management and oversight, the entire investigation was handled smoothly and responsibly in every aspect.

Second, an MD-11 with over 200 passengers and crew experienced extreme de-stabilization in a flight from China to the United States, landing in the western-most tip of the state. The crisis quickly gained national attention. Dick managed a rapid and professional response utilizing videotape to record damage to the stricken aircraft. The "real time" video record answered myriad questions and concerns proffered by the media, company, and government sources.

Not only were the unusual crises handled, they were managed in a superior manner bringing significant praise upon the Division and Region.



Photo by Ken Smith

**Tom Stuckey** (left), manager of Flight Standards Division, presents a special achievement award to **Dick Gordon**.



**IN MEMORIAM**



**Phyllis Taylor**, retired, passed away at 5:30 p.m. Sunday, July 18, at home in Anchorage.

# Palmer Gets Tower—

*Temporary, That Is*



*Palmer Tower staffers, left to right: **Tim Baribeau**, ANC ATCT; **Terry Housh**, ANC ATCT; **Georgia Tolbert**, MRI ATCT; **John Brown**, ADQ ATCT.*

The third annual Palmer Fly-in and Pancake Breakfast was held at Woods Air hangar in Palmer on May 8. The “deploy anywhere-any time/put up in a flash/take down in a dash” temporary tower was set up by **Ray Ballantyne** the night before. The tower was staffed from 7 a.m. to 4 p.m.

There were courtesy maintenance checks by local A&P’s and free courtesy flights with a certified flight

instructor, the free pancake breakfast from 9 a.m. to 12 noon, static displays, two hangars of aviation exhibits, and local trade booths.

The temporary tower was set up near the wind sock south of the FSS. Runway 9/27 was closed for parking aircraft.

This was the first time a tower was set up for the fly-in. It was received quite well by all of the pilots.



# Anchorage ARTCC Is EXXXXPANDING!!

Recently, Hank Elias, AAL-500, and other Air Traffic Division personnel toured the addition to the Anchorage ARTCC which is under construction. The first phase is well underway. The exterior walls and structure are nearing completion.

The expansion is required to accommodate equipment installation and the implementation of the advanced automation system (AAS) and subcomponents. This construction project will more than double the area of the Anchorage ARTCC from 60,000 square feet to over 120,000 square feet.

When the AAS project is complete, Anchorage will be equipped with the latest state-of-the-art systems to enhance air traffic services.

The building project itself is expected to cost \$24 million and will accommodate such major systems as:

- Advanced Automation System (AAS) - 118 Common Consoles
- Voice Switching and Control System (VSCS)
- Remote Control Equipment (RCE)
- High Capacity Voice Recorders (HCVR)
- Alaskan NAS Interfacility Communications System (ANICS)
- AWOS Data Acquisition System (ADAS)
- Exide power system including back-up generators

The total conversion and equipment installation is scheduled to be completed in approximately 1998 at a cost of over \$200 million.



*Left to right; Gary Stadig, ZAN AF, Hank Elias, AAL-500, Kleve Record, AAL 545, Darla Gerlach, AAL-519, Ed Smith, ZAN-2, and Larry Giles, AAL-542.*

## *A Bit of History...*

### **Controller Is Dismayed When Student Obeys**

OPA LOCKA, Fla.—The following incident actually happened to an FAA controller at the busy airport here where a great deal of pilot training is conducted.

The traffic pattern had several trainers conducting “touch-and-go” landings. Several newly soloed students were in the landing sequence. Two of the students had been sequenced *number one* and *number two* for the runway.

The first one ground-looped after landing and came to rest squarely in the middle of the runway.

The controller immediately transmitted to student *number two*, who had already been cleared for a touch and go, “Go around! Disabled aircraft on the runway.”

Student *number two* dutifully “rogered.”

The alert tower operator noticed, however, that student *number two* was continuing his approach. He repeated his previous transmission with a firmer voice, “Go around! Disabled aircraft on the runway.” Again, student *number two* obediently and quickly “rogered.” But the tower man was something less than reassured when he noticed that student *number two* was about to cross the runway threshold, still in a landing attitude.

Student *number two* landed, taxied slowly around his companion’s disabled aircraft, and then took off while the tower controller looked on in stunned silence.

On reflection, the tower controller realized that the student had complied to the letter with his instructions. He had landed, *taxied around the disabled aircraft on the runway*—and then took off again!

Reprinted from the FAA Horizons  
June 26, 1967 issue.

