



FOR WORLD

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Safe
Light
Towers

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FAA WORLD

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The cover: When a light-aircraft wing on a test vehicle fractured a fiberglass approach-lighting support with only non-critical damage, FAA knew it had a solution to the hazard posed by hundreds of rigid lighting systems at runway ends. For how this program has progressed, see the story on page 12.

Q Periodically, the trade press has you moving up or out or sideways or in some other direction away from FAA. Would you care to comment?

MR BOND: I'm staying right where I am at FAA. I promised the President I'd stay for four years, and I'm going to do exactly that, short of his getting put out with me, which I don't think is the case.

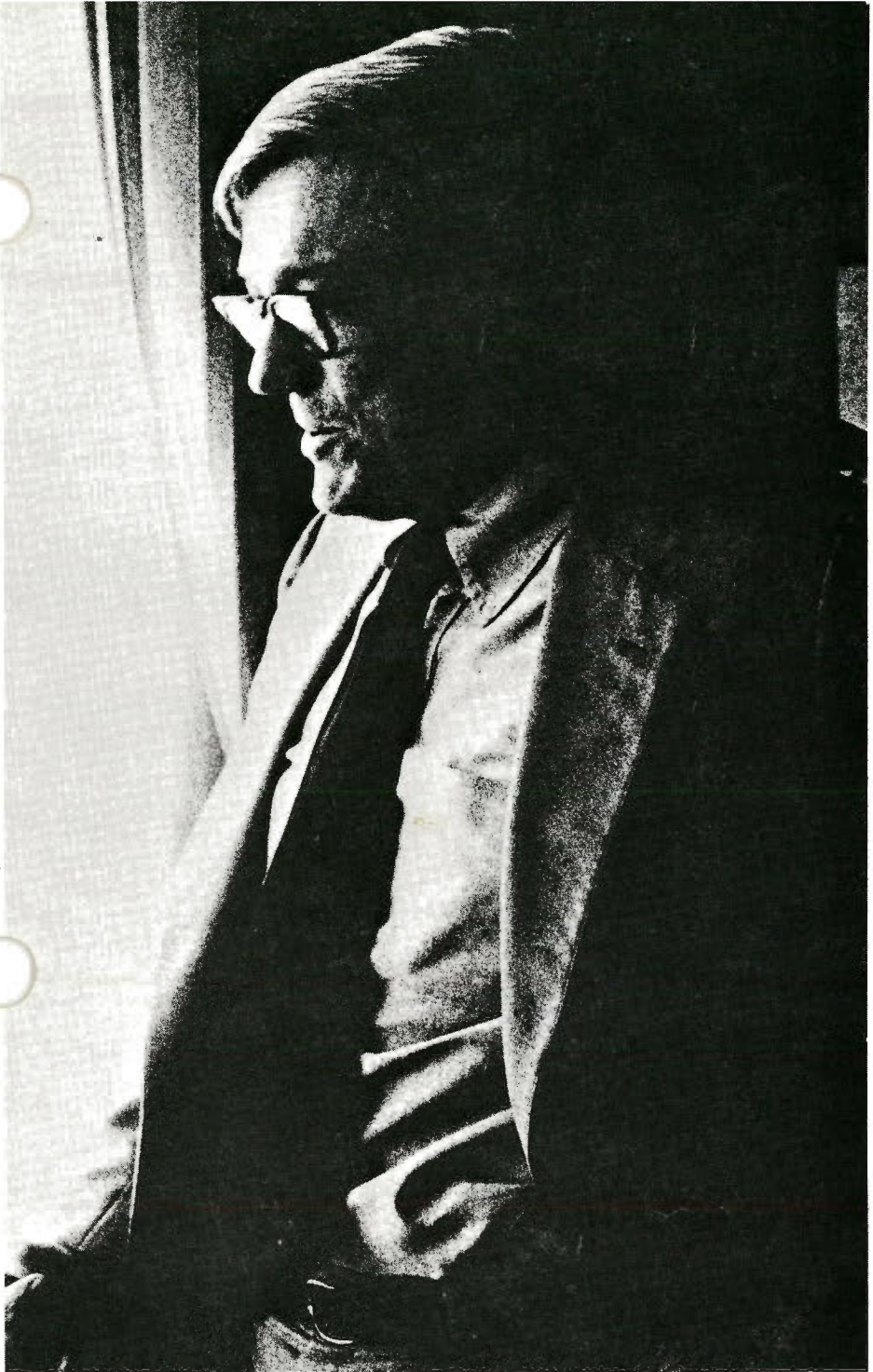
Q That leads us to our second question. You're staying, but we've had an awful lot of top-level FAA people retiring for one reason or another. Do you see a leadership vacuum developing as a result?

MR BOND: No. First of all, there are several reasons people are retiring. Over the past few years, the pension circumstances have been very, very attractive to people who have put in many years at the FAA. . . The problem is compounded for us because a whole generation of senior people in the FAA came to the agency right after the second World War or around the time of the Korean War. They have 25 to 35 years in, they are relatively young and they can get another job. So they're all leaving at the same time. That is exactly parallel to what's happening to the generation of airline pilots who were in World War II.

And recently we've had the Ethics in Government Act, which has caused some concern. It will place limitations on reemployment following 1 July 1979. So that's another reason people are leaving.

As for a leadership gap, I definitely do not think that is the case at all. There are a great many very able younger folk in the FAA who are eager to come into higher positions and I'm very impressed with their abilities. I think there will be a continuation of the high degree of leadership the FAA has had for many years.

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Efficiency and Simplicity Must Be Our Bywords

**Administrator Bond Reviews
His Two Years in FAA**

Q What about the Civil Service Reform Act and, specifically, the Senior Executive Service? Do you see us recruiting new people that way?

MR BOND: Well, the Civil Service Reform Act was, to some people, a rather surprising and startling statement by the Congress about what it expects from the senior level of management in government. Basically it gives the top management more flexibility in moving people sideways and up and down, depending on the way they perform on their jobs.

In my opinion, the Act reflects clear public disaffection with overall performance of government. They want government managers to have less security and show more ability. And they want people to be promoted and demoted based on their performance. In short, they want to bring government a little closer to the private sector.

There are plenty of protections built into the new Civil Service Reform Act, of course. People are not likely to lose salary. But they may well be moved around if they don't produce. And they may be moved up more quickly. The up-side opportunities are as attractive as the down-side ones are unattractive.

As for recruiting from the outside, my recollection is that approximately 10 percent of the Senior Executive Service jobs are eligible for non-career people. So, that would mean maybe a total of 10 or 11 jobs in the FAA out of 100 super grades. But I don't think that there will be very much change. I think the FAA has plenty of able people within it to fill the key jobs. But what I do see is the possibility of greater flexibility for FAA managers to seek excellence from people within the agency.

But what I do see is the possibility of greater flexibility for FAA managers to seek excellence from people within the agency.

Q I was going to ask you about the Ethics in Government Act of 1978, but you've already answered that.

MR. BOND: Guidelines for the Ethics Act are going to come out pretty quick, and maybe there'll be some relief. But I don't approve of it, the Act, at all, and I'm very concerned about it. We have seen cases, for example, of senior career people in the FAA who are eligible for retirement and are now considering immediate departure to beat the 1 July deadline. Otherwise, they'd stay a year or two longer. And we are definitely going to lose some of our better younger people with scientific backgrounds. Finally, our ability to recruit first-class people in the future will also be hindered. Who will take a non-career job with FAA if they cannot find work when they leave? Only the less able will come.

Q On the FAA organization, you've made a number of changes already in Washington headquarters. Have they fulfilled your expectations in terms of increasing efficiency and so on?

MR. BOND: Yes, I am pleased. The employment in headquarters is probably down six hundred in less than two years. One of the things that I'm pleased about is that people have found that they can do as good a job with fewer staff. The dollar savings are very large. I find that there's quicker response rather than slower. But getting there is always a little rocky. People don't like dislocations.

But nonetheless, I think the final product is very attractive, and I'm satisfied with it. I don't intend that it's over, either, in terms of headquarters. I intend to continue to try to use attrition and the natural turnover of employees to continue to drive our staffing levels at headquarters as low as I can.

No layoffs have been required, and we tried to tie it to natural turnover. Some folks have been encouraged to move to the field. But overall, I think it's been done with a minimum of personal dislocation, and I'm proud of that.

Q Do you see any changes in the regions? For example, from time to time, we hear rumors about a reduction in the total number of regions?

MR. BOND: No, I personally see no reduction in the number of regions at all.



Q Would you classify the San Diego midair collision and its aftermath as the biggest problem or the toughest situation you've had to face in your two years in office?

MR. BOND: There's no question about it. The public attention focused on it, quite rightly, was enormous. And trying to find some intelligent, measured, objective response to the tragedy—one that is publicly credible, professionally correct and not hasty—has been very difficult. I think, on balance, that the response that the agency gave was good.

Q That kind of anticipates my next question. The general aviation lobby has been quite critical of the agency's program for expanding positive-control airspace. They claim it won't enhance safety and might even have the opposite effect, for example, by forcing more flights below 10,000 feet. How do you answer that?

MR. BOND: The analysis done by our air traffic people in support of our proposed rule did not indicate a safety problem of the kind that the general aviation folks have commented on. Basically, they concluded that there would not be much dislocation in the way people already fly. On the other hand, there would be significant benefits in terms of positive separation. So, it certainly didn't seem to us, at the time the proposal was issued, that there was any problem.

There have been an enormous number of comments received, however. It's by far the largest number that's ever been received by the agency. And a lot of the commentary is very, very well thought out. The various trade associations have been very detailed and intelligent in their responses. I, personally, appreciate it, and we will not issue any final ruling until these comments have been given the most thorough of analyses and their proposals have been reconciled with ours. We will make changes if we can be persuaded that we aren't right.

Q The same sources also charge that FAA has failed to develop an air traffic control system that will accommodate growth. Do you think there's an element of truth in this? I mean, is the only way we can accommodate growth to lay on more and more controls?

MR. BOND: We have certainly accommodated a great deal of growth in recent years! Almost all of our major facilities broke traffic records in 1978. And there has been very little delay, other than weather. Some airports are near saturation, however: La Guardia, O'Hare, National, to name a few. Business aviation is already suffering a squeeze at those airports.

There are two keys to future system growth: reliever airports and computer capacity. It is imperative that more capacity be created for business aircraft in major metropolitan areas. Our reliever airport program, announced this spring, is aimed at this problem. As for computers, we know that the capacity of our current generation is being approached and that we must replace them completely by the late 1980s. The planning is already underway. I am told it will be the largest systems engineering job in history. And one of the most costly.

Q Maybe you could characterize labor relations in FAA today as compared to when you took over two years ago. Do you think it's gotten better or worse?

MR. BOND: The FAA's labor relations are clearly in a period of change, and it has surprised me.

The general attitude of the public has become less favorable to government unions, and the Congress—both parties—reflect this.

Far more important within the FAA, however, has been the fall-out from the slowdown in May and June 1978. The public and the members of Congress were badly inconvenienced, and fuel was wasted. The reaction was angry and outraged, especially when it was learned that the purpose was to get a free trip to Europe.

The union movement was split, also: Airline pilots began to bar controllers from the jump seat on FAM trips and still are, even though only a small number of controllers participated in the slowdown.

The net result is that all unions, and especially PATCO, have lost much of the credibility built up over the years in Congress.

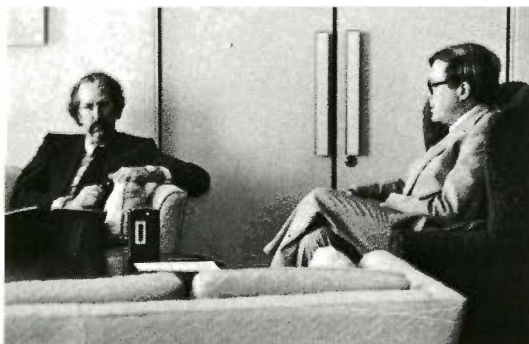
You know, historically speaking, the FAA union movement began in earnest in the late sixties and early seventies when the ATC system nearly broke down under the press of increased traffic. The equipment was inadequate and old, the procedures were crude and staffing was much too low. There was a great deal of sympathy for the plight of the employees, and the Congress voted a vast improvement in working conditions, benefits, equipment and staffing. PATCO was created from a strong moral base.

Once that moral base is lost, it is very hard to regain. PATCO needs to return to the fundamentals from which it sprang.



Q Do you see your order modifying the immunity program as having any impact on controllers and other employees?

MR. BOND: Obviously our modifying the immunity provision, which applied to pilots as well as controllers, is in the interest of safety. I really do think if people make a mistake, a repeated, serious mistake professionally, that they must be penalized for it. And the immunity program has seriously handicapped the agency in its ability to perform. But there are very, very few controllers and very, very few pilots who are ever going to be subject to that kind of a problem. Most people will not be affected by it.



Administrator Bond responds to a query in an interview with John G. Leyden, chief of the Public and Employee Communications Division of the Office of Public Affairs.

Obviously, our modifying the immunity provision, which applied to pilots as well as controllers, is in the interest of safety.

Q For years, the NTSB and FAA have had kind of an adversary relationship, I guess you'd call it. I see in recent months the efforts by both you and NTSB Chairman King to bring the two agencies closer together and increase cooperation. Do you think this is necessary for safety, and do you think positive benefits will result?

MR. BOND: Well, I think the FAA has been almost too sensitive about the criticism that the Safety Board has made about us over the years. I think we have been too resistant, and that hostility is very damaging to the public interest.

I've tried to show during my time here that the FAA is a public agency, that it is a legitimate subject and target for criticism and that we should not be resistant to it. It's very difficult, of course to take that attitude when you're the target. But, nonetheless, it is important that we realize that we are an open agency and the Safety Board and Congress and others have every right to comment, publicly or privately, on our performance.

The very nature of our work, which is so highly tied to safety, means that most of the public criticism is going to be unfavorable. We just don't get credit for the good things we do. It's something we have to live with.

I think we can do a lot more in cooperating with the Safety Board. They have problems just as we do. And they're not always wrong. They're frequently right. We are often not right. I intend to continue to work to mend our relationships with the Safety board.



Q Do you think the Justice Department's pronouncement on strikes and other job actions that resulted from last year's slowdown will have a positive impact in the long-run by clearing the air?

MR. BOND: Well, the Justice Department's letter to us pointed out that there had never been a criminal prosecution under the Federal law against strikes or slowdowns by public employee unions. So they said they would not initiate any such action in the case of the May-June slowdown by PATCO. But they said they would consider criminal action on any future job action, and we have passed this word on to employees. So, fair warning has been given.

I think, on balance, that the Justice Department's approach was reasonable and just, although we in the FAA felt pretty upset at the time. People will think twice before taking any job action in the future. I think they will realize that a very fine union has been built up with excellent traditions and good benefits throughout the FAA. Not only PATCO but also other unions. And that to jeopardize that excellent situation would not be very smart.

Q One final question here. What are your priorities for the years ahead?

MR. BOND: All of government, with the FAA very much included, is under pressure to perform more work for less money. That is to say, to operate more and more efficiently with limited resources. And this means for us constant restudying of the way we do our work to make it more efficient and to have greater productivity from our employees. We have leaned in that direction, of course, in the past. As we tried to automate, we tried to put in machinery to save us work and time and so on. We've got to double our efforts toward that end.

For example, in the design of our new capital systems, electronic systems, we must make sure labor and maintenance costs are reduced to the lowest possible level. Everything we do has to be designed toward efficiency within the system.

In the past, lip service has been given to that. But it has not been much beyond lip service, to be truthful about it. And in the future there's going to be a great deal more than lip service. It is going to be a reality.

Another example is simplicity of organizations and the reduction, to the greatest possible extent, of overhead. Middle management and upper management should be as slim as we possibly can achieve. And we can do a great deal on that front, I'm very confident.

Better Eyes For Non-Hub Controllers

It was logical that the nation's biggest and busiest airports should get radar automation first, but in this period of aviation growth, the low- to medium-activity terminals' traffic was growing apace. Many of these towers faced loads that strained controllers' capabilities with broadband radar. But the complex ARTS III systems at the high-activity facilities were too expensive to trickle down.

In the closing days of 1978, the first of 70 Automated Radar Terminal Systems II (ARTS II) for low- to medium-activity towers was commissioned at the Toledo, Ohio, Express Airport. The rest from this contract with the Burroughs Corp. will have been delivered by mid-1980. In addition, two each have been installed at the FAA Academy and NAFEC.

While the old equipment at towers like Toledo showed a target on the controller's display, ARTS II will also provide a computer-generated data tag showing the aircraft's identity and altitude and emergency alerts, relieving the controller of bookkeeping tasks and relying on memory. It can also display controller-generated information, such as flight plans, handoffs and control status.

ARTS II operates off the airport surveillance radar (ASR) and center air traffic control radar beacon system (ATCRBS) antennas with beacon transponder-equipped aircraft. For planes without beacon transponders—those replying without a discrete code—the data tag will show only a transponder code and altitude.

A programmable minicomputer drives 22-inch displays in terminal radar control rooms (TRACONS) or small BRITE scopes in tower cabs (TRACABs). The Toledo TRACON has four ARTS II radar scopes.

According to Warren Sharp, director of the Airway Facilities Service, the new system will speed traffic flow and give

the airport the capability to handle more traffic.

Toledo tower chief Dick Ketterman said that it's also believed to be a safer system because the information displayed cuts down on the number of radio communications between pilots and controllers. It marks a significant milestone in FAA's efforts toward better quality and flexibility in air traffic control, he added.



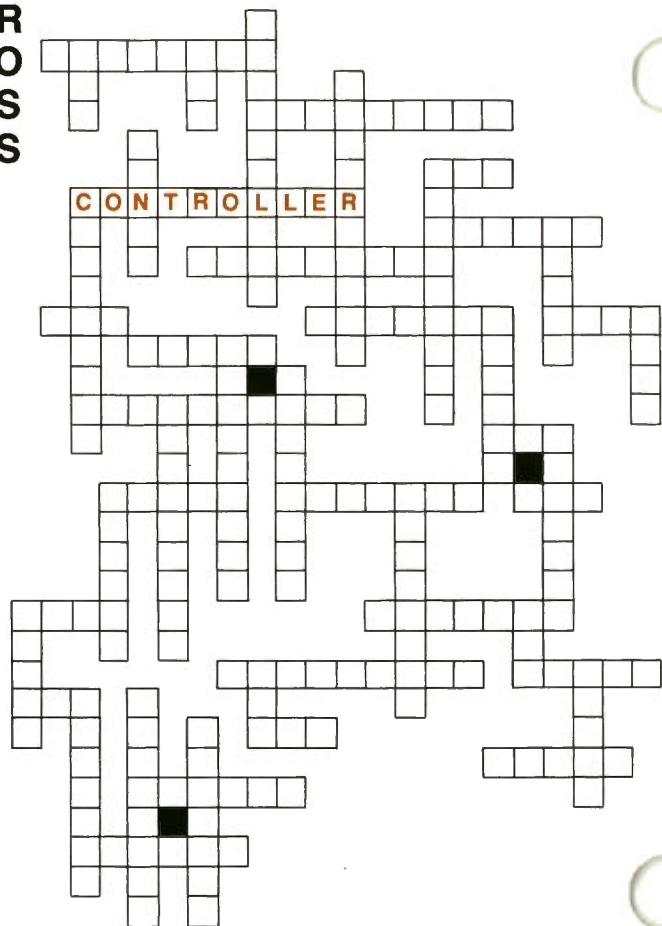
Airway Facilities Service Director Warren Sharp prepares to cut the ribbon commissioning the first operational ARTS II TRACON at Toledo Express Airport tower. Others participating are (left to right) Gerry Fasig, assistant chief, Great Lakes AF Division; Bob Carson, Detroit AF Sector manager; Ira Harpring, Toledo Sector Field Office manager; Frank Thornton and Phil McCabe, Burroughs Corp.; and Dick Ketterman, chief of the Toledo tower.

Photo by Ett Shalin

By Michael J. O'Brien
 ATCS, Worcester, Mass., Tower

To tickle the synapses of your brain, we have a different kind of teaser this month. The Kriss Kross puzzle is solved by selecting the word from the list having the right number of letters that will permit the right word(s) to intersect it. The word "controller" has been given to get you started. Below, the list of words has been alphabetized according to the number of letters in the words. The answer can be found on page 15.

**KRISS
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 FLIGHTS
 LOCATOR
 TAXIWAY</p> | <p>9
 CLEARANCE
 DEPARTURE
 DIRECTION
 DIVERGING
 EMERGENCY
 FORMATION
 THRESHOLD</p> |
| <p>4
 AREA
 OVER
 RAMP</p> | <p>6
 AIRMAN
 CHARTS
 CRUISE
 RESCUE
 RUNWAY</p> | <p>8
 AIRCRAFT
 LIGHTGUN
 TERMINAL
 WAYPOINT</p> | <p>10
 CENTERLINE
 CONTROLLER
 GLIDESLOPE
 SEPARATION</p> |

NOBODY'S PERFECT. . . There's a brand new pilot in Santa Monica, Calif., and we would like to think that he's a bit more proficient with the flight controls than he would have us believe. At any rate, he wrote controllers at the Santa Monica Airport tower to thank them for all their help during his rather difficult student days, and his letter makes interesting reading: "For the last few months, I have been learning to fly . . . I finally soloed. And now I want to thank you. Thank you for your help when I couldn't find my traffic. Thank you for your patience when I didn't acknowledge your transmissions. And thank you for your forbearance when I came in so high you must have thought I was on oxygen. Or when I came in so slow that traffic almost ran over me. Or when I bounced so many times, it must have appeared as though I was trying to dribble the plane like a basketball. And thanks for your probable amazement when I made it around by myself. I have not met any of you — you are just voices out of the box. But you are nice voices. I'm glad you're there. . ." "Small World" is glad you're



there too, fellas. And we're glad that pilot is there. And we're glad we're here!

BLOWING IN THE WIND. . . An FAA employee in the Northwest Region has come up with a rather novel idea on how non-smokers might protest the activities of nicotine fiends in their office. He called the regional *Intercom* to suggest that non-smokers bring a "nice warm Limburger cheese" to work and set it on their desks, presumably upwind from the smokers. His theory appears to be that you've got to get their attention before you can get their cooperation.

CRIME & PUNISHMENT. . . For a time, controllers at the Lexington, Ky., Airport tower were in danger of becoming "ac-

cessories after the fact" — to borrow a phrase from Perry Mason — all because they provided emergency flight assistance to a Cessna 210 that was running low on fuel, encountering ice and experiencing instrument problems. It would have been a bum rap, however, because the Lexington crew had no way of knowing that the Cessna was stolen, although they had noticed that the pilot was a bit unsure of his aircraft's "N" number. Later, when a request came from the London, Ohio, flight service station for a check on a stolen Cessna 210, controllers remembered the earlier confusion about the I.D. of the aircraft they had guided down to a safe landing and asked airport police to check it out. They did and found that stick-on numbers had been placed over the original ones. The pilot and his confederate promptly were arrested while sleeping in nearby hangar. Presumably, they were brought to the Bar of Justice and punished for their crime. And, although they may have gotten off scot-free after hiring Perry Mason, we would like to leave you with the thought that justice was served.



Learning to use computers is part of on-the-job training being provided by FAA to Maria Lukin of Port Lyons, Kodiak Island, under the Rural Student Vocational Program.

RSVP: A Response To Native Career Needs

A dark-eyed girl whose Alaskan home is so remote she has to attend school by mail is mastering the intricacies of air traffic at Fairbanks FSS. An eager teen-age boy from a remote Yukon fishing village is learning about data processing at Alaskan Region headquarters in Anchorage.

These are only two of the scores of high school juniors and seniors from the Alaskan out-back who are receiving assistance toward meaningful careers. They are taking part in an extensive Federal-state-private industry on-the-job orientation program known as the Rural Student Vocational Program (RSVP).

This year, about 30 of more than 700 students training in over 25 career fields at 125 "work stations" will receive FAA training. During their two weeks at participating work stations, where the training program must be approved in advance, the students receive a small salary, housing and transportation from the state. In most cases, the students possess skills in some field or have had vocational training.

First sponsored by FAA in 1975, RSVP's initial FAA group was at the Fairbanks Airway Facilities Sector and Fairbanks FSS, "with excellent results," recalls FSS chief Dick Tomany. In the air traffic orientation, a typical schedule

is eight days at the FSS, a day in the tower and a day in the TRACON.

Regional EEO recruiter David Hawk says that at regional headquarters, RSVP participants are provided job experiences in data processing, accounting, personnel, payroll, office management and many other positions.

Echoing Tomany's reaction is Marian Taylor, state RSVP coordinator. "Results of the program so far have been quite satisfactory. Even those students who haven't obtained positions in the career specialty for which they trained tell us RSVP has been very helpful in finding employment."

"We've had a number of students through here since FAA began participating," Tomany added. "Some came from communities so small they're not even on the map." Now, as a means of translating the agency's EEO goals into reality, RSVP is helping to map out careers and open up avenues of FAA employment for young Alaskan natives.

Story and photo by Gary Grove

He's Got Heart

Nearly 10 years ago, it didn't look as though five-year-old Mike Spring had very much of a future. The son of Dean Spring, assistant chief at the Sacramento, Calif., FSS, Mike had a congenital heart defect and faced open-heart surgery. Dean's fellow employees donated 63 pints of blood to keep Mike alive. Three weeks after the operation, the child developed a staph infection, and it was touch-and-go for many weeks.

Now, young Spring is a high-schooler who is quite a bit more energetic than most. He plays basketball, runs track, has won a division title in wrestling, is a brown belt in karate and earlier, along with his sister, Cindy, won an award as the most outstanding swimmers in their school.

It seems as though Mike Spring has a greater appreciation for what most teenagers take for granted, while his parents' and the FAA employees' investment in hope and compassion has paid off.

AIRWAY FACILITIES



NON-CONTIGUOUS FACILITIES

ALASKA

- Anchorage ARTCC
- Anchorage
- Fairbanks
- Fairbanks North
- Juneau
- King Salmon

CARIBBEAN

- Balboa, Canal Zone
- San Juan, Puerto Rico

HAWAII

- Honolulu ARTCC
- Ewa, Oahu
- Hilo, Hawaii
- Honolulu, Oahu
- Hoolenua, Molokai
- Kahului, Maui
- Lihua, Kauai
- Mt. Kaala, Oahu

PACIFIC

- Andersen AFB, Guam
- Tafuna, Tutuila, Samoa

LEGEND

- General NAS Sectors
- * ARTCC Sectors

Safe Light Towers for the 80s



A light-aircraft wing section driven along at normal landing speed slices through a frangible fiberglass approach lighting tower in a test at the Lakehurst Naval Air Station, N.J. The breakage pattern shows the multiple fracture points, which are located every 42 inches along the shaft. The cables pull loose from a coupling at the base.

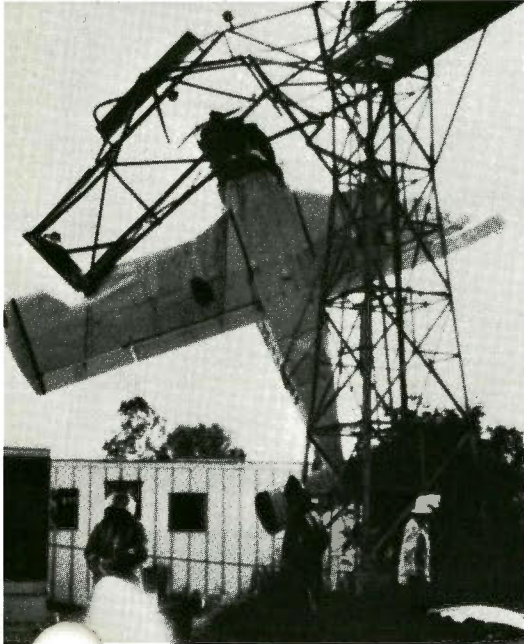
FAA no longer wants to be a tower of strength when it comes to runway approach lighting. Originally designed to be immutable structures to guide aircraft to their touchdowns year after year, approach lighting towers have proved too unyielding to hapless planes that hit them on takeoffs and landings. FAA is now embarked on an Approach Lighting System Improvement Program to replace such structures with low-impact resistant towers.

Over the next five years, FAA plans to replace 453 rigid lighting systems with frangible, or breakaway, supports and modernized electrical equipment at a total program cost of \$82.7 million. Of these, fiberglass will be used in 120 systems. The others for lighter-weight light units will be in aluminum, which is already being used for many systems. Depending on the landing category, each system consists of from a dozen to nearly four dozen towers.

Sixty-eight fiberglass systems will be retrofitted for high-intensity lighting systems for Category II and IIIa landings (ALSF-2), which will also be redesigned to be switchable to medium intensity when conditions permit. This measure will produce an energy savings of about 43 percent, or nearly 139,000 KWH per year.

Further energy savings will be realized when 190 Category I high-intensity systems (ALSF-1) are converted to medium-intensity systems (MALSR) as they are retrofitted with frangible towers. Also, 195 existing rigid medium-intensity systems will gain frangible supports.

However, a rigid steel lighting tower toppled this light aircraft on its way into Capital City Airport, Harrisburg, Pa., a type of tower that would be replaced with a breakable one under FAA's program.



to withstand winds up to 100 miles an hour.

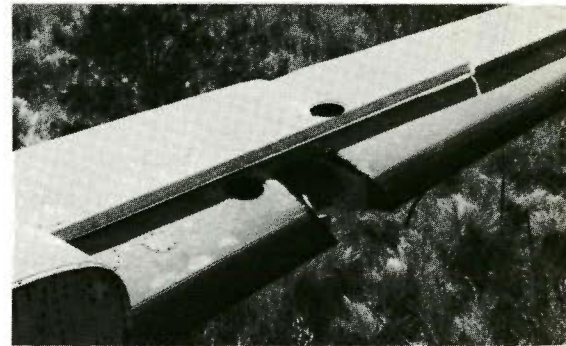
The design tradeoffs between those two opposite requirements made for some frustrating moments with some early models. One was just too frangible—so much so that the installers couldn't get it to stand up: It would fracture when just putting it in place. With another that was strong enough, the idea was to create a fracture line by drilling a series of holes around the shaft. But, Viohl quipped, "It proved once again that things do not tear on the dotted line."

The fiberglass tower gets its strength from the continuous longitudinal fibers along its length. The frangible towers have a discontinuity in those fibers every 42 inches, where fiberglass rings are positioned during the layup of the glass fibers. When the rings are later ground down to be flush with the rest of the shaft, the overlying fibers are removed, exposing the ring and producing the required discontinuity.

Fiberglass supports will be used for high-intensity systems (ALSF-2) from

six to 40 feet high. For high- and medium-intensity (MALSR) systems that exceed 40 feet, 20-foot fiberglass towers will surmount rigid supports. MALSR of from six to 40 feet will have aluminum supports, and systems of both types up to six feet high will be supported by metallic tubing with a frangible bottom coupling.

A pair of moving forces in the program whom Viohl credits for the successful effort are Dr. Jamil Abbasi, a structural engineer in his branch, who was in charge of the design effort, and Steven Cannistra, a structural engineer in the Airport Pavements and Facilities Branch of the Systems Research and Development Service, who headed up the testing program.



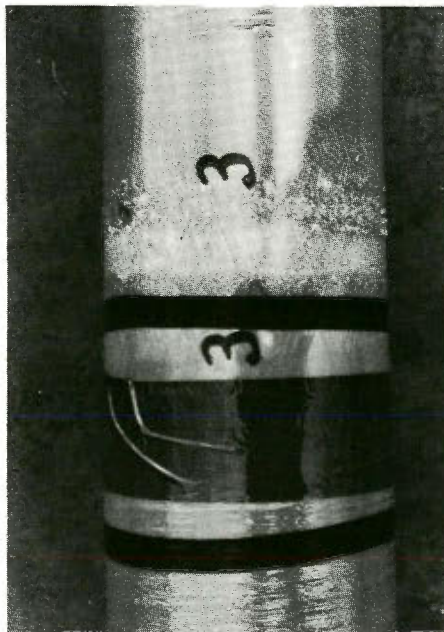
The impact with the tower broke through the .027-inch skin of the wing back to the main spar without affecting its flyability. Airliners would show less damage.

There are also seven new ALSF-2 systems to be installed on fiberglass.

Program manager Rudy Viohl, chief of the Visual/Terminal Landing Aids Branch of the Environmental Systems Division, Airway Facilities Service, says, "We have an excellent design, which is the culmination of many years of effort."

That culmination came early this year at the Lakehurst, N.J., Naval Air Station where the fiberglass design that will be used for future installations proved itself in tests. A light-aircraft wing mounted on a high-speed test vehicle slammed into a fiberglass tower, which snapped into several sections. The impact damaged the skin of the leading edge of the wing, but the wing was still flyable. With a large plane, such as an airliner, Viohl pointed out, such an impact would hardly be noticeable because of its wing's leading-edge construction.

While yielding to aircraft impacts, the towers are designed to hold the light bars in place and properly aligned and



The whitish band on this fiberglass shaft is the ground-flush ring that interrupts the strong longitudinal fibers, providing impact fracture points. There's still enough strength to resist 100-mph winds.

FEDERAL NOTEBOOK

RETIREMENT KALEIDOSCOPE

The focus of attention is the proposal to merge Civil Service retirement with Social Security. The study mandated by Congress is due to be reported on by the end of December. Meanwhile, a variety of groups in and out of Congress are arguing the merits, including the loss of tax revenues from CS annuities, the direct costs to the government, the loss of contributions to fund the grandfathering of current Federal employees, the difference in employee contributions already made, the difference in concept of the two systems--staff retirement vs. retirement assistance, the possible contractual nature of retirement benefits at the time of hiring on and whether other public employees are to be included. Complaints by governors, mayors and other officials might scotch the universality of the proposal. ■ Both Senate and House Budget Committees have voted to cut retiree COLA adjustments from two to one a year, which has upset the Senate Governmental Affairs and House Post Office and Civil Service Committees in whose jurisdiction such legislation resides. ■ A bill has been introduced to repeal the law that offsets Social Security dependency and survivor benefits of male Federal retirees whose spouses are under Social Security. Last year, the offset was killed for women Federal retirees until the end of 1982. ■ A bipartisan bill has been introduced in the House that would raise the amount of retirement income eligible for a tax credit and the income ceiling beyond which a credit cannot be claimed for citizens 65 and older. A similar bill was passed by both houses last year and knocked out in conference.

EVERYTHING GOES UP

The General Services Administration has proposed increasing the per diem for high-cost areas from \$50 to \$75, for other areas from \$35 to \$50 and the maximum mileage allowance from 20 cents to 25 cents. Although the maximum allowable mileage is not being paid, the increase is being sought to cover possible further increases in gasoline prices.

TOTAL COMPENSATION

The subject of total compensation is heating up. On the basis of "selected samples," Alan K. Campbell, director of the Office of Personnel Management, told Congress that Federal employee fringe benefits average 3 to 5 percent higher than in private industry. Others contest that, saying the figures don't take into account all of the extras and perquisites not available to Federal employees. Pay reform, as seen by the Congressional Budget Office, is a two-edged sword. The CBO says Federal employees should retire later, lose early retirements, have reduced military service credit toward total service, lose sick leave credit for retirement and lose one of the two annuity COLA adjustments. In trade-off, however, Federal employees should get more leave, pay lower health insurance premiums and receive full comparability pay increases. ■ While supervisors and managers in the GS 13-15 range will get a minimum of half the annual comparability raises, plus merit hikes, under the Civil Service Reform Act, Administration officials expect that those in the Senior Executive Service will get full comparability increases in addition to bonuses and merit hikes to keep their pay scales in line.

George Bell loved air traffic control. For almost 20 years, 15 of them with FAA, he went to work with a glad heart because he was doing what he wanted to do.

He was an outstanding controller, with four quality within grades, numerous letters of praise for his FAA work and a certificate of achievement from the Air Force for guiding 8,113 aircraft to a safe landing at Berlin's Tempelhof Airport.

Bell also loved airports, particularly Detroit Metropolitan-Wayne County Airport, where he had worked in the tower for 10 years. It was his home away from home and a second home also for his family—his wife, Marion, and their two children, George and Ann Marie. Both children build airplane models like the aircraft they see at Detroit Metro, and young George wants to be an air traffic controller just like his father.

But George Bell, at 39, was killed in an auto accident. The Air Force sent a flag to drape the casket of the airman. Afterward, an Air Force representative presented the flag, neatly folded in a triangle, to Mrs. Bell. If she had been like most widows of former members of the military, she would have put the flag away in a drawer.

"I didn't want to let the flag just rot away," she told friends in the Detroit Tower. So, she called Floyd Hedlund, a controller friend, and said she would like to see the flag flying over George Bell's second home. Hedlund talked it over with deputy chief Gene Cowgill, who went to the Wayne County Road Commission, operators of the airport, and told them about the flag and Bell's love for the airport.

Could the flag fly at the entrance of the airport? Could it wear out at the top of the flagpole, which greets all those entering the airport? It sure could, the commission members agreed.

So, Mrs. Bell, the children, tower friends and commission officials saw Bell's flag raised at the airport. It was a fitting memorial at his second home.

By Marjorie Kriz

A Remembrance of Devotion

**Kriss
Kross
Answer**

Puzzle on page 8

DIRECT LINE



Q A recently appointed GS-12 EPDS at a Level III radar facility is permitted to work a Sunday through Thursday workweek, with Fridays and Saturdays off. Holidays apparently are worked by choice. I am a controller who has to work a rotating shift and would like to know if I, too, am eligible for such a generous work schedule.

A FAA Order PTP 3600.3 describes the legal and regulatory requirements and agency rules and procedures that govern basic workweeks and tours of duty. Para. 5a(1) designates certain management officials, such as regional directors, as having primary authority to establish and modify tours of duty within their jurisdictions. This authority may be redelegated at their discretion to facilitate the establishment of work schedules most conducive to meeting local operating requirements. In your region, this authority has been redelegated in Air Traffic to Level III and above terminal and center chiefs and Level III FSS chiefs. Para. 9(b) states that, to the extent practicable, the basic 40-hour workweek for each full-time employee will consist of five eight-hour days, Monday through Friday. However, if it better meets the needs of the facility, the approving official could schedule that EPDS to work the schedule mentioned. Again, the decision as to whether an individual works on a holiday is up to that individual's supervisor.

Q Would you explain why the electronics technicians in the Eastern Region have not been paid the back time due them when their status was changed to non-exempt under the Fair Labor Standards Act? We were told that this information had been stored in the computer and the checks would be sent out last August.

A The regions were notified of the Civil Service Commission decision to categorize GS-856-11 electronics maintenance technicians as non-exempt on May 18, 1978. The change was retroactive to May 1, 1974. Subsequent to this decision, the regions converted these technicians so as to start paying them currently under the new classification. All those employees who did serve as GS-856-11 electronics maintenance technicians during those four years may be entitled to additional compensation for this retroactive period. However, this requires the recomputation of each pay-period entitlement for each such employee for the entire period. While the data necessary for this computation has been stored in the current payroll system, the process requires extensive reprogramming and processing to make the computations. The agency has sought the cooperation of each region to complete the recomputation by this month—May 1979. If this was done,

the retroactive entitlements should be ready to go now. We are not aware of any promise to have completed this calculation and payment by August of last year.

Q Reference Order 7110.65, Para. 1113, Three-Minute Wake Turbulence Rule, does this rule still apply if the Category III aircraft takes off from the same intersection of the same runway and in the same direction as the succeeding Category I or II aircraft?

A The intent of the procedure in Handbook 7110.65A—1113 is that the takeoff separation minima specified applies to Category I or II aircraft taking off from an intersection behind a nonheavy Category III aircraft departing the full length of the runway or from some point before the intersection. Otherwise, all aircraft, excluding heavies, in the example you give, would be handled the same as if all were departing from the runway end, since, in essence, they are departing from the same threshold; in that case, Para. 1113 would not apply.

Q Perhaps a lot of FAAers have had this problem and, like me, don't know how to handle it. Good buddy, nice co-worker, retired from FAA, now returns for a visit. "By the way," he says, "May I use the phone?" Who refuses? With each succeeding visit, he calls around to more states, mostly Washington, though. It's mostly on aviation, but often his questions only border on official business. I try to sort out each situation—to justify it, but each time it comes back to the fact that if the guy wasn't imposing on an old friendship—if he was just John Q. Public—he would place these calls from his business or home phone. How should we handle this?

A Each employee has a positive duty to restrict the use of telephones. Government telephones are provided for conducting official business, and employees may not use or permit others to use telephones for other than official business except in case of an emergency. There's no proper way around it, particularly for repeat offenders. All you can do is use tact and diplomacy in turning them down. For further information, see Order 3750.3B, DOT Regulations on Employee Responsibilities and Conduct; Appendix 1, Part 99, Subpart B, 99.735-17(a), Use of Government Property or Official Title; or Order 3750.4, Conduct and Discipline, Chapter 1, Introduction, Para. 6a, Disregard for Standards of Conduct Penalties Guidance, and Chapter 2, Rules of Conduct, Section 1, On-The-Job Conduct, Para. 27, Use of Federal Equipment, Property and Manpower.

Starting your own business can lead to financial independence, lifetime security and a feeling of accomplishment, says Sam Dallas, chief of the Central Region's Accounting and Analysis Branch. But plunging in without a basic knowledge of accounting and sound management can be a business version of Russian roulette, he adds.

More than half of all new businesses go broke in their first year, often from lack of knowledge, and the mortality rate for minority-owned businesses can be even higher because of less chance to learn business principles.

That's why Dallas, Accounting Division chief G.R. "Ron" Peters and FAA accountants Bill Hartleben and Albert Bennetts consider a new course offered in Kansas City valuable.

Sponsored and jointly funded by the Department of Commerce and the Association of Government Accountants (AGA), courses in accounting and financial management have been established in several metropolitan areas with Federal and non-Federal agencies participating.

The philosophy behind the program, and one that led the FAAers to participate, is that no one wins when a potentially successful business fails, and the entire community benefits with each success.

The problem in that no-win situation, says Dallas, who was asked by AGA to head up the Kansas City program, is that "too many new business people get totally involved in the mechanics of performing their service and say, 'I don't have time for all that paperwork.' Another trap is, that if business is good,



FAA Cental Region accountant Sam Dallas checks over some sample accounting records of student Pat Bronston, who, armed with management principles she learned, hopes to open an automobile brokerage.

they suddenly have large sums of cash available, often for the first time. The temptation is to buy non-essential or luxury items that show how well their business has done."

Dallas continued: "If the money is not managed wisely and thoroughly accounted for, they're in deep trouble at the first slump in business or when their original equipment starts wearing out. You have to have the resources to tell you what you can and cannot afford. Proper management and accounting procedures can help provide an objective look at the situation."

That help is an 11-week course of 32 classroom hours, stressing the basics of bookkeeping and small business management. Text materials prepared by AGA members are aimed at interpreting balance sheets, profit-and-loss statements and other primary measures of business health and trends.

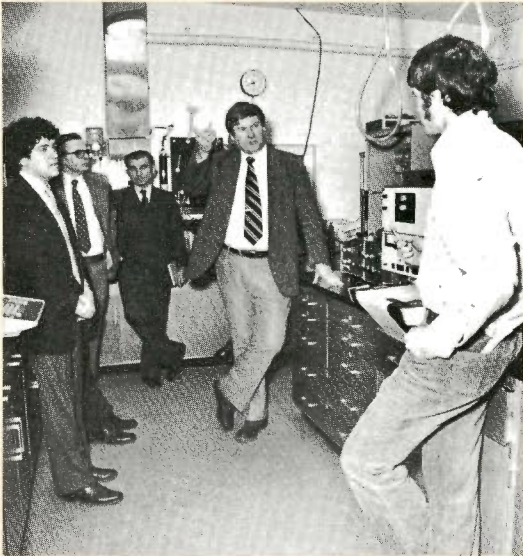
Based on their success so far, the project sponsors, counselors, teachers and the coordinator are convinced they are filling a need in the minority business community. The plans are to offer at least one annual course and to expand if resources allow.

Dallas is quick to point out that 32 hours is hardly enough time to grasp a complete understanding of accounting, and it certainly doesn't assure success in business. But he and the other accountants in AGA know that even a small amount of business sense can help increase the chances that a new business will be around—and solvent—this time next year.

By Jon Ellis

**Helping
Keep
Business
Doors
Open**

Faces and Places



IN THE SAME GAME —Chairman James B. King of the National Transportation Safety Board discusses a test procedure with a laboratory technician during a visit to NAFEC. Listening (left to right) are Michael Cushing, NTSB; Acting NAFEC Director Joseph M. Del Balzo; and James J. Shepard, NTSB managing director.



NOT FORGOTTEN—When the Boston ARTCC AF Sector received its plaque for Sector of the Year, Airway Facilities Director Warren Sharp visited the sector to present certificates of accomplishment to each sector person who could not attend the plaque ceremony. Left to right are electronics technician Carl Rizzo, Mr. Sharp, systems engineer Bob Wescott and Jack Stiglin, New England Airway Facilities Division chief.



EYEBALLING TIPS—Thanks to cooperation between FAA and the Aircraft Owners and Pilots Assn., a new slide show about scanning for other aircraft will be available for pilot education meetings. William Standberry (left), executive VP of AOPA's Air Safety Foundation, turns over an authorization to reproduce the AOPA-produced slide show to Bernard Geier, chief of Flight Standards' General Aviation Division in Headquarters.



ENERGY MISERS—Central Region Director C.R. "Tex" Melugin (left) and Donald Schneider, Airway Facilities Division chief, grip and grin at the Federal Executive Board Chairman's Award for first place in energy conservation. The regional office tallied 73 percent of the staff carpooling or using mass transportation, \$249 per person spent on home energy savings and 5.1 non-working hours per person dedicated to energy education. The judges also noted the energy conservation programs undertaken by the agency as a whole.



EVERYBODY IN THE ACT—Controller Walter Smith (at the podium) was program moderator for an Aviation Safety Forum sponsored by the Santa Rosa, Calif., Tower. Every controller at the facility and CETA secretary Candi Hall participated in the program, which played to about 800 pilots and aviation enthusiasts, along with representatives from other California facilities. In on the planning were the 99s, Civil Air Patrol, Experimental Aircraft Assn., Santa Rosa Junior College, all Santa Rosa fixed-base operators and airport management.



PUBLIC RECOGNITION—Jerry Luce, chief of the Miramar Approach Control, San Diego, receives a resolution of the City of San Francisco from Western Region Air Traffic Division chief Ken Patterson (right) that praises his service, dedication and achievements while San Francisco Tower chief.



TOP SPOT—James Bispo (center), deputy director of the Airway Facilities Service, presents a plaque for the 1978 National Sector of the Year Award, general national air space, to manager Herb Owsley (left) of the Pocatello, Ida., AF Sector, as assistant sector manager Dave Randall looks on.

TOP OF HIS CLASS—Donald Mathews (second from right), Miami ARTCC, receives his En Route Initial Qualification Certificate from FAA Academy Acting Supt. Morris Friloux. The occasion is Mathews scoring highest in his class and ranking in the top five percentile of all students who have taken the course. Looking on are his training sector chief Willis Gee (left) and Greg Maguire, chief of the ATC Training Branch.



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Heads Up

ALASKAN REGION

Alvin D. Nowland, chief of the Northway FSS . . . **Billy R. Holdaway**, assistant chief at the McGrath FSS . . . **Frank E. Kirnig**, chief of the Deadhorse AF Sector Field Office in the Fairbanks North Sector.

CENTRAL REGION

Edward L. Culpepper, chief of the Waterloo, Iowa, AF Sector Field Office . . . **Robert W. Wilkie**, assistant chief at the Wichita, Kan., FSS . . . **Nicholas H. Stamos**, chief of the Grand Island, Neb., Tower . . . **Hugh A. Simpson**, chief of the Sioux City, Iowa, Tower . . . **Cecil R. Wall**, chief of the Des Moines, Iowa, Tower . . . **Leslie D. Rose**, deputy chief of the St. Louis FSS in Chesterfield, Mo. . . **Gerald E. De Decker**, deputy chief of the Des Moines Tower.

EASTERN REGION

Thomas R. Esposito, chief of the Griffiss AFB, N. Y., RAPCON . . . **Edward A. Stansbury**, assistant chief at the Washington FSS . . . **David F. Gandolfo**, chief of the Niagara Falls, N.Y., Tower . . . **Howard C. Neely, Jr.**, chief of the Wheeling, W.Va., Combined Station/Tower.

GREAT LAKES REGION

Donald B. Wyatt, chief of the Ann Arbor, Mich., Tower.

HEADQUARTERS

Donald P. Byrne, promotion made permanent to chief of Airmen and Airports Branch, Regulations and Codifi-

cation Division, Office of the Chief Counsel.

NEW ENGLAND REGION

Robert S. Pinnock, chief of the Plans and Programs Branch of the Air Traffic Division . . . **Donald L. Turner**, chief of the Operations, Procedures and Airspace Branch in Air Traffic . . . **Harry R. Collignon**, chief of the Evaluation Branch in Air Traffic.

NORTHWEST REGION

Addison E. Reynolds, deputy chief of the Portland, Ore., Tower . . . **Donald G. Coones**, chief of the Program and Planning Branch in the Airway Facilities Division . . . **Harvey D. Myers**, manager of the Portland, Ore., AF Sector . . . **Raymond W. Perry**, manager of the Olympia, Wash., AF Sector . . . **Joseph T. Watson**, assistant chief of the Eugene, Ore., Tower . . . **Warren B. Porter**, chief of the Hoquiam, Wash., FSS . . . **Robert N. Prindle**, assistant chief at the Fairchild AFB, Wash., RAPCON . . . **Larry A. Brennis**, assistant chief at the Boeing Field Tower in Seattle.

PACIFIC-ASIA REGION

Wesley W. Walker, chief of the Honolulu ARTCC.

ROCKY MOUNTAIN REGION

John W. Schmidt, assistant chief at the Denver ARTCC . . . **Forrest E. Cordova**, maintenance mechanic foreman for the Salt Lake City Field Maintenance Party.

SOUTHERN REGION

Kenneth O. Harbour, chief of the Evaluations Branch in the Air Traffic Division . . . **James R. McNamara**, assistant chief at the Memphis ARTCC . . . **Lynn J. Montgomery**, assistant chief at the Birmingham, Ala., FSS . . . **Kermit W. Grayson**, manager of the Memphis Sector.

SOUTHWEST REGION

James R. Asbury, chief of the Deming, N.M., FSS . . . **Weslie L. Goheen**, deputy chief of the Austin, Tex., Tower . . . **Donald E. Kneram**, chief of the Austin Tower . . . **Robert D. Johnson, Jr.**, chief of the College Station, Tex., FSS.

WESTERN REGION

Kenneth G. Borrego, assistant chief at the Phoenix, Ariz., FSS . . . **Edward N. Noulin, Jr.**, assistant manager of the AF Sector at the Los Angeles ARTCC . . . **Leonard L. Levandowski**, chief of the Santa Monica, Calif., GADO . . . **Donald W. Isaacs**, assistant manager of the Lancaster, Calif., AF Sector . . . **Charles H. Hall**, assistant chief at the Miramar Naval Air Station RATCC in San Diego . . . **John R. Carlson**, assistant manager of the Riverside, Calif., AF Sector . . . **Glenn B. Cross**, chief of the Oakland, Calif., AF Sector Field Office . . . **Sheldon S. Olson**, chief of the Phoenix-Litchfield Municipal Airport Tower in Goodyear, Ariz. . . **Kenneth M. Mayes**, chief of the Fresno, Calif., FSS . . . **Albert R. Piehl, Jr.**, chief of the Van Nuys, Calif., GADO.