FIRST EDITION

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HORIZONS

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Shirt-Tailed

Vickie Lutz loses her shirt tail but gains a pilot's license after her first solo flight at Port Columbus Airport, Ohio. Her father and flight instructor, Edward "Duke" Lutz of the tower there, wields the shears while brothers Tom and Steve form a rooting section. Was his daughter nervous? "Heck no," said Lutz. "She was up there singing songs the whole time."

Pilot And ATC Jobs Are Getting CSC Review

WASHINGTON—Ted Dow of the Civil Service Commission is now conducting reviews of the Aircraft Operation Series, GS-2181-0, and the Air Traffic Control Series, GS-2152-0. During his review, Dow plans to visit a number of FAA installations to discuss their occupations with pilots and air traffic specialists.

Current plans call for a visit to the Aeronautical Center and, during the week of June 12, to installations in the Seattle area.

Other areas for visits have been tentatively selected and dates will be announced later.

The Civil Service Commission is responsible for preparing classification standards governing the grades of most Federal employees and the associated qualification requirements. The agencies, such as FAA, then use these standards as a basis for grading their positions and for placing employees in them.

Periodically the Commission reviews the standards it has published to determine whether they still reflect conditions in the occupations described and whether they still describe appropriate grade levels and qualifications requirements.

If the standards are found to need revision, the Commission prepares them. These are normally circulated to interested agencies and employee groups before final approval by the Commission.

Pay Hike Hearings Are Continuing On Schedule

Washington hearings, which began in April on the proposed pay legislation will probably continue until June 9. Several bills are being considered by the Subcommittee on Compensation of the House Committee on Post Office and Civil Service. Two bills are under consideration: H.R. 8261 and H.R. 8263 which reflect President Johnson's pay proposal of a percentage increase of 4.5, and H. R. 4134 which proposes immediate comparability.

HORIZONS is advised that immediate comparability as proposed in H.R. 4134 is not likely to be included in the 1967 pay bill. There is no 'guestimate' as to when the Executive Session hearings will begin on a pay bill.

The more likely pay benefits for 1967 are contained in H.R. 8261 and in H.R. 8263. The changes proposed in these bills are:

- Differences between Federal and private enterprise pay rates shall be eliminated by two further pay adjustments: (1) First to be effective October 1968; (2) Second to be effective October 1969 making Federal pay comparable to en-

(See page 7)

Man of the Year

Scout leader Charles Campbell has been selected as one of the most outstanding Federal employees in Hawaii. Campbell is a controller in the Honolulu Center.

Danish Pilots Rescued After Labrador Crash

LABRADOR—The terrain was bleak and so apparently was the outlook for the two Danish pilots who had made a forced landing in northern Labrador when their small airplane had developed engine trouble.

Incredibly, however, less than 24 hours later, the Danes were rescued and on their way back to civilization.

Early last month a six-man FAA flight crew from the Atlantic City FIDO who made the rescue possible were presented with the Meritorious Service Award by Eastern Region Director Oscar Bakke. Cited were pilot Harvey C. Hayes, co-pilot Chester Covert and crew members Raynold Keronen, John Ferraro, Allen Metzger and James Rogers.

(See page 7)

Aircraft Owners To Get Direct Word On Safety

WASHINGTON — On May 1, Flight Standards Service inaugurated a new system for distributing airworthiness directives to registered owners of aircraft.

Airworthiness directives (AD) are regulatory notifications issued by the Administrator prescribing corrective action when an unsafe condition exists in certificated aircraft.

To assure that the registered owners, who are responsible for the airworthiness of their aircraft,

(See page 7)

Blood Bank "On Foot"?

WAKE ISLAND—A "walking blood bank" is being established on Wake Island. The unique plan is to provide a cadre of potential blood donors who will be available to respond in the event of a catastrophic aircraft accident at the remote Pacific atoll. Members will donate only when their blood type is needed.

Campbell Wins Highest Honor In Federal Hawaii

HONOLULU—From a field of over 25,000 Federal workers in Hawaii and the Pacific area, Charles Campbell, an air traffic specialist at the Honolulu Center, was named as Hawaii's Federal Man of the Year.

A native of Des Moines, Iowa, with eleven years of Government service, Charles joined FAA as an ATCS, grade GS-6, and in five years progressed to the GS-11 level. He was recently promoted to a GS-12.

CAP National Headquarters Transferred

MONTGOMERY, Ala. — The National Headquarters of the Civil Air Patrol moved to Maxwell Air Force Base here from Ellington Air Force Base, Texas, on May 15.

The First Echelon is scheduled to arrive at Maxwell AFB on June 7; the Second Echelon, will follow on June 14.

Brigadier General Wilcox will take over the reins as CAP National Commander at Maxwell in Change-of-Command Ceremonies on June 15, 1967.

2,000 Atlantans Hear Word About Human Relations

ATLANTA—Nearly 2,000 federal employees from this metropolitan area attended a Human Relations Seminar May 24, at the Georgia Tech Coliseum.

Sponsored by the Federal Executive Board Public Affairs Committee which is chaired by FAA Regional Director James Rogers, the seminar was conducted in cooperation with the Atlanta Public Schools, Division of Technical and Adult Education. The theme, "Better Public Service Through Better Communications," was stressed by all speakers.

Highlights of the seminar were luncheon speakers Irving Kator, Assistant to the Chairman, U. S. Civil Service Commission, and Dr. Noah Langdale, Jr., President of Georgia State College.

What Are They Watching?

Some of the 2,000 federal government employees—some amused, some serious—hear Georgia State College President, Dr. Noah Langdale, make humor-punctuated speech on how communications begin with the person and his approach to his job. These enthused people, all Federal employees of various agencies in the Greater Atlanta area, came to this special Human Relations Seminar which was sponsored by the Public Affairs Committee of the Atlanta Federal Executive Board.

Dallas Storm Knocks Out Love Field Glide Slope

DALLAS—The story began at 7:35 a.m. when the Love Field glide path was notamed out of service.

A technician rushed to the facility to restore service and found the entire antenna system had been toppled by a local storm. The three antenna tower supports and the antenna mounting brackets were twisted and broken, both antennas were damaged beyond repair by the falling tower and the coaxial cable and matching transformers were stretched and broken. Also broken were the clearance lights and the conduit and wires leading to them, the grounding wires and the coaxial conduit.

Repair action began instantly. Arrangements for new antennas and coaxial cable were made immediately. A local firm got the order to make new tower supports and antenna mounting brackets. A list of all other hardware needed was made and local vendors solicited.

By noon the necessary replacement equipment had been delivered. The technicians had stripped the tower mast in the meantime and were ready to reassemble the parts. By 5 p.m. the antenna system was completely restored and ready for flight check.

Looking over the finished job, Sector Chief Jim Lenox said, "The prompt response by Navaids Unit Chief Leroy Morgan and his men is typical of the technical competence which we have in our airway systems today . . . that excellence is achieved by the technicians themselves in a final thrust above required performance."

West Berlin Newspaper Hails FAA Inspectors

WEST BERLIN — *Der Tagesspiegel,* a leading daily newspaper here, recently carried favorable headlines about the Federal Aviation Administration. The publicity was generated by the activities of four FAA operations inspectors, three from ACDO-35, Nashville, Tennessee, and the other from the Frankfort, Germany International Field Office. These four men were conducting surveillance of Capitol International Airways' Berlin service.

Capitol International's operations in Berlin involve passenger flights from one foreign country to other foreign countries which place U. S. prestige in the spotlight.

A translated excerpt from the Berlin daily reads, in part, "The American Government Air Transportation Authority (FAA) delegated four inspectors to Tempelhof to observe Capitol Airways' operation with a critical eye. Today, two of the inspectors were aboard the first two flights to Spain. The FAA is the largest air transportation authority in the world and, in the past, has taken corrective action on the smallest negligence found. The FAA controls the United States' airlines in the same manner in order to guarantee the passenger a safe air journey."

FAA personnel conducting this surveillance were aviation operations inspector Peter Chesmey, Frankfort, Germany, IFO; J. R. McBride, supervising inspector, Benjamin Laning, principal operations inspector, and Eric Miller, principal maintenance inspector, all from ACDO-35, Nashville, Tennessee.

Near Mid-air Collision Averted by Sharp Controller in Anchorage Air Route Center

ANCHORAGE—Two aircraft were moving to the same point in the sky near here recently, each oblivious to the presence of the other.

One was an F-102 Interceptor making a simulated radar approach to Elmendorf Air Force Base, its pilot's attention fixed on his instruments as he followed the controller's instructions.

The other was a Cessna 180 which had departed the Anchorage International Airport minutes before and was heading north.

Charles Swim, ATC specialist at the Anchorage Center, observed two "blips" move across the face of his radar scope on intersecting courses. "Lima Hotel Zero Nine," he radioed, "traffic two o'clock, northbound, same altitude."

Instantly Air Force Captain James R. Hetherington pulled back on the stick and turned just in time to see the Cessna pass directly beneath him.

The area where they were flying over the Cook Inlet is one of the busiest air corridors in the nation. It's located west of Elmendorf where 80,000 or more landings and takeoffs are recorded on the east-west runway each year.

Captain Hetherington, who is assigned to the 317th Fighter Interceptor squadron at Elmendorf, paid a visit to Swim shortly after his close call to express his appreciation. "Your radar advisory prevented a certain midair collision," he told Swim.

"Thanks!"

Thanks!

Air Force Captain James Hetherington, left, studies 'scope in Anchorage Center as Air Traffic Control Specialist Charles Swim makes adjustment. Swim's advisory prevented a midair involving the Captain.

For FAA People Around The World

To Go 'Where The Action Is' Will Be Goal Of New Horizons

Should we have started this newspaper?

We don't know until we get your reaction.

But we do know this: our readers always are in a hurry.

So we want to bring useful information to you in a way that will save you time and effort.

"With this new 'newspaper' format of HORIZONS, instead of a big magazine, and coming out every other week instead of monthly, we will be better able to emphasize the essential. As its name connotes, the new HORIZONS hopes to present the fullest range, the widest limit of perception, interest, and experience.

Our editorial goal is to keep you up-to-date. It's just that simple.

To this end, our reporters throughout the agency have been alerted to their responsibility of keeping *you*—our readers—uppermost in their minds. The news presented in these pages will deal with the people, places, problems, and prospects that are of immediate and vital concern to the agency as a whole.

Perhaps more important, the news presented here will explore FAA activities in terms of the individuals that make them happen.

We want you to be informed. We want you to be interested. We seek your ideas, your comments, and your opinions.

Let us know what you think about this new idea. Drop a note to HORIZONS, IS-40, FAA, Washington. How about *today?*

Cropdusters Want Safety

Pilots Volunteer for Blood Test Program

ATLANTA—Sixteen "cropduster" pilots in Georgia have volunteered to participate in cholinesterase exposure tests. These tests were devised by Dr. John Ellis, Southern Region's Assistant Flight Surgeon, to help determine the degree to which pilots are being affected by insecticides used during spraying operations.

During two agricultural safety meetings at Albany and Macon, Georgia, Dr. Ellis discussed medical problems associated with crop-control flying and the handling of insecticides. The sixteen pilots had attended these meetings and volunteered to participate in the tests.

Dr. Ellis related that the U. S. Communicable Disease Center in Atlanta has agreed to help by establishing a "base level count," making the necessary blood analyses, and mailing their findings to Dr. Ellis and the pilots involved. The cholinesterase count is a direct reflection of the degree to which a pilot is being affected by agricultural chemicals.

As a followup, Dr. Ellis and Atlanta General Aviation District Office personnel plan to contact these same pilots at mid-season. Blood samples will then be taken for the second time. The follow-up tests will be made to determine the amount of exposure each pilot has experienced during the current season.

Grumman To Manufacture New Biz Jet In Savannah

SAVANNAH, Ga.—June 1967 marks an important milestone in aviation progress in Georgia. This month, Grumman Aircraft Engineering Corporation starts production of its sleek Gulfstream II executive jet here at its new plant.

Grumman is the third major aircraft company to move into Georgia. Their production schedule calls for the first jet to roll out this fall.

Grumman's arrival in Savannah gives Georgia two facilities capitalizing on the booming swing to travel by private jet. Lockheed Aircraft Corporation now produces its "Dash 8" JetStar at Marietta, Georgia. Aero Commander at Albany is the third aircraft manufacturer. However, they produce two types of conventional single-engine light aircraft, equipped with piston-driven powerplants.

The Grumman Gulfstream II and the Lockheed JetStar, both relatively large, expensive airplanes, are steadily growing in popularity as many large corporations are now adding jets to their executive fleets.

The new Savannah plant will produce three to four jets a month and will employ about 1,000 persons.

The company expects to reach full production in 1968.

Grumman Gulfstream II

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40,000 Flight Engineers Now, and 'Our Man' at Kennedy Was First

NEW YORK—Lloyd Lowman Stahl holds a flight engineer's certificate that is no different than the 40,000 others issued in the past 20 years. What Stahl can claim that the others can't, however, is that his was the very first to be issued. Stahl became No. 1 on the flight engineer parade on March 15, 1947. Now a principal maintenance inspector with the FAA's International Field Office at Kennedy Airport, he was then employed by Trans World Airlines.

Stahl was actually performing flight engineer duties long before the Civil Aeronautics Administration's certification program was launched. Through all of the World War II period he occupied the No. 3 seat in the cockpit of such vintage aircraft as the Boeing 307 Stratoliner and the Douglas DC-4. He crisscrossed the Atlantic over 350 times with TWA which was then up to its corporate eyeballs in military contract operations.

"Chiefly," he recalls, "we flew military personnel and cargo from the States to bases in Europe and Africa. On the return flights we carried wounded GIs and prisoners-of-war."

Despite his status as a noncombatant during the war Stahl knows the unnerving experience of flying through enemy anti-aircraft fire. His baptismal occurred while on a flight from London to Dakar. Blissfully unaware of faulty navigation that had taken them over still-occupied France, the crew was suddenly jolted by the sight of flak bursting around their helpless aircraft.

"The flak came pretty close, but luckily we weren't hit," Stahl still remembers vividly. "You better believe it when I say we hightailed it out of there PDQ."

The old order has changed considerably in the two decades since Lloyd Stahl helped launch a new era in aviation. Flight engineers have become fewer—of the 40,000 certificates issued, only some 12,000 are still active. The aircraft that dominated the airways in the postwar era—the DC-3's, DC-4's and Lockheed Constellations are also disappearing from the scene being replaced by ultra-sophisticated aircraft undreamed of when the aviation hoom was still in its infancy. The progress being made amazes and excites Stahl, even after 30 years in the business.

"It's nice to reminisce about the good old days," he said, "but bring on those jumbo jets and SST's."

First Ticket

While engaged in the maintenance inspection of a DC-8, Lloyd Stahl couldn't resist sitting in the flight engineer's seat for a moment. His thoughts are obviously back to the days when he was a regular occupant of that seat. Stahl holds the first Flight Engineers ticket ever issued.

McMahon Named President Of Alaska ASPA

ANCHORAGE—The Cook Inlet Chapter of the American Society for Public Administration, which was formed last March in Anchorage, elected Gerald F. McMahon as its first President. Fifty members from federal, state, and local government agencies, educators and other community leaders comprise the new chapter.

FAAers provided much of the leadership in organizing the new chapter and occupy many of the principal offices. President "Mac" is Assistant Chief of the Budget Division in the Regional office. Others are: William Bradshaw, Program Analyst, Airway Facilities Division—Program and Publicity Chairman; Leon Dougherty, Evaluation Officer, Planning and Evaluation Staff — Membership Chairman; Philip Jemison, Chief, Status and Analysis Section, Airway Facilities Division—Constitution Committee; and Stanley J. Erickson, Management Analyst, Management Analysis Division — Nomination Committee.

The Cook Inlet Chapter joins sixty others throughout the country in professional efforts ". . . to advance the science, processes, and art of public administration."

Zuni FSS Chief McKissack Helps Fellow Fireman

ZUNI, N. M.—Memories of dummies and other training aids came to an abrupt end for Chief Henson R. McKissack of the FSS, here only a few minutes after he received his certificate in the standard first aid course.

He applied what he had learned in class when a fellow volunteer fireman was injured during a fire call in Zuni pueblo.

McKissack was one of several federal employees who completed the course conducted by the New Mexico State Police.

In addition to McKissack, FAA representation included Specialist Raymond E. Leverich, also of the Zuni FSS.

Boston Area Helps Pilot Prove His Cat II Point

Can a capable IFR pilot with minimum equipment and a slow aircraft safely operate under Category II minimums?

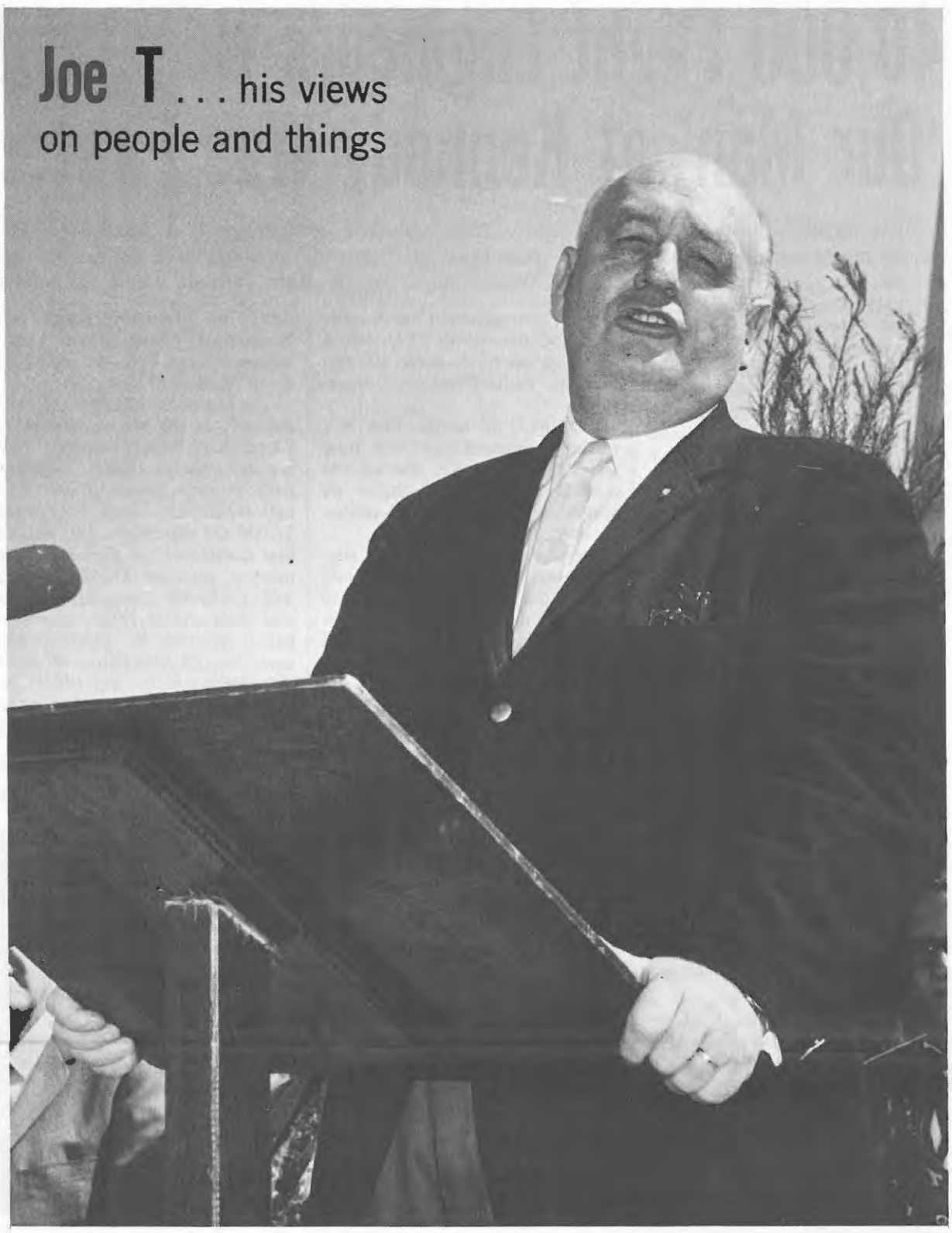
The man who hopes to provide an affirmative answer to that question is Crocker Snow, Massachusetts State Director of Aeronautics.

Snow's one-man crusade was given the necessary impetus by the Eastern Region's Boston Area Office which issued him a Certificate of Waiver or Authorization. This certificate permits him, for a one-year period, to conduct Category II approaches and landings for test and evaluation purposes at those airports in Massachusetts approved for 200 feet and ½ mile ILS minimums.

In conducting the evaluation, Snow is using his own single engine Navion. The aircraft is equipped only with the same flight instruments and radio as would be found in other light aircraft geared for operating under ordinary IFR conditions.

Can Cat II?

Crocker Snow and his single engin Navion being used in his attempt t prove such aircraft can operat safely under Category II minimum



People Boss

Tippets in a typical speaking situation—this one at dedication of the new Palm Springs tower.

(Upon his departure from the Western Region, Joseph H. Tippets, new Associate Administrator for Personnel and Training, was interviewed by Clifford Cernick of the Western Region public affairs staff. Here is the interview.)

Mr. Tippets, as the new Associate Administrator for Personnel and Training, what are your feelings as you launch this new phase of your career?

I'm proud to have been selected for this vital role in FAA and to be entrusted with such great responsibility. I am excited by the challenge of working in a professional field so closely bound with the welfare and well-being of all of our employees. And I'm challenged by the opportunity for career enrichment as I work in a field which is vital and vastly different from my previous assignments.

In a more personal vein, what are your feelings upon returning to Washington for a second tour of duty?

Putting aside the involved personal and family adjustments, I see the move as a desirable step. I'm hopeful that the 5½ years of Western Region experience will be of benefit in the national headquarters. I feel strongly that carefully planned rotation and cross-assignment of personnel at all levels strengthens the agency and at the same time gives our employees fresh opportunities to grow and develop in new fields of endeavor.

You have expressed, I'm sure, the feelings of many FAA employees who must make similar moves. Based on your own extensive experience in this regard, is there any particular advice you can extend other employees who likewise must "pack up and go?"

I have never advocated indiscriminate reassignments or moving personnel just for the sake of a "shuffle." Reassignments are often at an employee's request. However, management must and should take the initiative in reassigning employees in a carefully planned manner. When this is done, the reassignment or transfer generally serves the needs of both the employee and agency. Having delivered myself of all that, my basic advice to employees facing reassignment and transfer is to take a positive, open-minded, receptive attitude toward appropriate change. Our families should strive for similar understanding.

In brief, Mr. Tippets, would you state your basic management philosophy?

That's a tough one. I hope I don't sound too sanctimonious in saying that I try—as most of us do—to apply the Golden Rule. This requires you to put yourself in the other fellow's shoes, whether he's boss, co-worker or subordinate, and to attempt to see things as he sees them.

You place heavy emphasis on communications. Why?

Where there is some breakdown leading to problems or poor progress, I have found that lack of communications is often an underlying cause. This is true whether the difficulty be within the family, in government, or in business. The need for good communications increases in direct proportion to the number of persons and organizational elements involved. Good communications on a day-to-day basis is essential to the success of any organization or undertaking. This is especially important in FAA which is, by its very nature, a communicating agency. In FAA, this can best be illustrated by considering the consequences of communications failure from the cockpit to an air traffic controller at a time when the pilot is flying on instruments in the clouds. This is only one kind of communication, of course, and the category involving management-employee relationships may not have such swift, dramatic consequences. But, the consequences of poor communications can be extremely harmful in any situation and must be reckoned with. Problems result wherever leadership fails to communicate up and down as well as laterally.

One way you have of keeping communications channels to your employees functioning efficiently is your well known "Open Door Policy" in the Western Region. Tell us about it.

I firmly believe that every supervisor should have an "Open Door." The willingness to listen to an employee's suggestions or complaints—even when this involves things we might not like to hear—is an urgent management responsibility. Each employee should feel free to exercise his basic prerogative of "talking it over with the boss" without fear of censure or retribution. To conserve time and in the interests of efficiency, this prerogative properly should be exercised with the immediate supervisor. However, in a situation where an employee feels that his problem deserves further consideration, he should feel free to "go up the line."

What is your personal antidote for dealing with discouragement and difficult problems?

I do not consider myself a resounding success in dealing with discouragement and trouble, but I have found very helpful one of my mother's favorite sayings: "Work at every disadvantage until you turn it into an advantage."

What do you consider the greatest rewards your career has offered?

Without question, it is the satisfaction and pride each FAA employee feels when he contemplates the magnitude of the public service he is rendering through the agency. Aviation in all its facets, and use of the world's air space, continues to be one of the great factors in global economic growth, international understanding and social betterment. To my mind, there are few government agencies or private businesses in which an employee can so readily pinpoint his public service contributions as we can in FAA. The realization of the dynamic role FAA plays and has played in the progress of America and the rest of the world—and the fact that each of us is able to measurably contribute to that progress—should be a source of great satisfaction and great pride for every FAA employee.

Despite many obstacles, you have been successful in forging your way steadily to a vital national leadership position. What advice do you have, based on your own experience in moving up the ladder, for those who hope to "go and *do* likewise?"

I've been lucky—I've had the breaks. My career has benefitted by the generosity of and kindness of my colleagues—supervisors and fellow employees—an understanding and patient family, and perhaps a little hard work. On the subject of advice, I can only quote an old axiom "I have never seen a successful lazy man."

As a longtime staunch advocate of equal employment opportunity and equal rights for all persons, regardless of race, creed, or color, how do you assess what has been done so far in this regard by FAA, and what still needs to be done?

I am proud to say the climate in FAA is excellent. Statistically, the modest progress is encouraging, but we have a long way to go. Training and upgrading our employees must be constantly encouraged. We can and will search for new-hires—we must encourage schools, career guidance counselors to aid and assist students to qualify for exciting and rewarding careers in the FAA—the government as a whole.

You are known as one who has consistently been able to inspire and motivate others toward superior achievement. Is there some "key" or special technique involved in stimulating employees to do their best?

If there is, I am not aware of it—I have always felt that each of you inspire and motivate me—I see so much in others I wish I could emulate and embrace in my own affairs.

You have spoken often about "change as a way of life." Would you enlarge on this specifically with regard to the manner in which it has applied to your own career, the careers of others in the agency, and the agency itself under the new Department of Transportation?

We may have touched a bit on this earlier—I do not have words to define what is meant by this term except to say since the very beginning man has struggled with the elements to improve his lot. Throughout history man created the need for and made possible change after change after change. In the last century, more notable in the last 25 years, science and technology have made known so many ways of accommodating our physical needs, and on such a pace so that we have become accustomed to change that we rarely recognize it whether it be great or small—in our homes—in our cities—on our streets—our wearing apparel—medicines, etc.

In your opinion, what are some of the major problems and challenges facing FAA in the years immediately ahead?

Implementing those procedures and systems needed to meet the ever-growing and ever-changing aeronautical needs. Positive career development programs for our employees.

You have taken an active part in Federal Executive Board work, having served two terms as Chairman of the Los Angeles Board. What views do you have concerning active participation by FAA employees in activities of this kind?

The Federal Executive Boards are pioneering new ways of improving government programs and understanding. Much good has been accomplished and there is much more yet to be accomplished. Experience on a personal basis has been educational and satisfying.

Thank you, Mr. Tippets.

She Found Out

Importance of Personnel Efforts Hits Home During Denver Trip

(Editor's Note: Jacquelyn Wilcox, personnel management specialist at the Denver Area Office, penned the following after a recent field trip.)

By Jacquelyn Wilcox

Being a female personnel specialist, I'd never thought too much about VORs and other navigational aids.

My philosophy has changed.

Recently I was privileged to attend a Local Coordinator's meeting in Casper, Wyo., and learned a lot more about FAA and its personnel than I was able to impart about FAA personnel policies and practices.

My learning experience began in Casper on a particularly windy day in a Bonanza—my first flight in a single engine plane. We were to test the emergency Direction Finding system. It turned out to be fascinating. As part of the routine, we were to search for a light plane which crashed a few days before.

Throughout the test, I kept thinking how comforting it must be to pilots to know that "somebody down there likes you."

We discovered, at one point, that the VOR was inoperative. It was repaired quickly, however, and I realized the importance of having well-qualified, trained people immediately available.

The emergency DF test was successful, and I developed a deep respect for the competent tower and FSS people who guided us.

I learned a lot about FAA, but I also developed a keener appreciation of the importance of our personnel jobs and the part we play in this tremendous organization. We, too, can cause system errors.

We must fill jobs promptly, assist supervisors in training, see that people are paid at a level consistent with their very responsible duties and help supervisors with problems—sometimes knotty—that are inherent in every supervisory job.

It is equally important for us to "dig out" from under regulations and go to the field to see what we *aren't* doing. I found out that the people there are very interested in matters that we sometimes take for granted. It is our job to give supervisors and employees information they feel they need to do a better job.

When I arrived home I had to explain to my four year old daughter "what had taken me so long." Just as I thought I'd convinced her that this particular Casper is a town—not a ghost—she said, "Oh, yes," and proceeded to tell me how to get there. She said, "Ya go to South America and turn left." I said, "If it weren't for the FAA, we probably would have done just that."

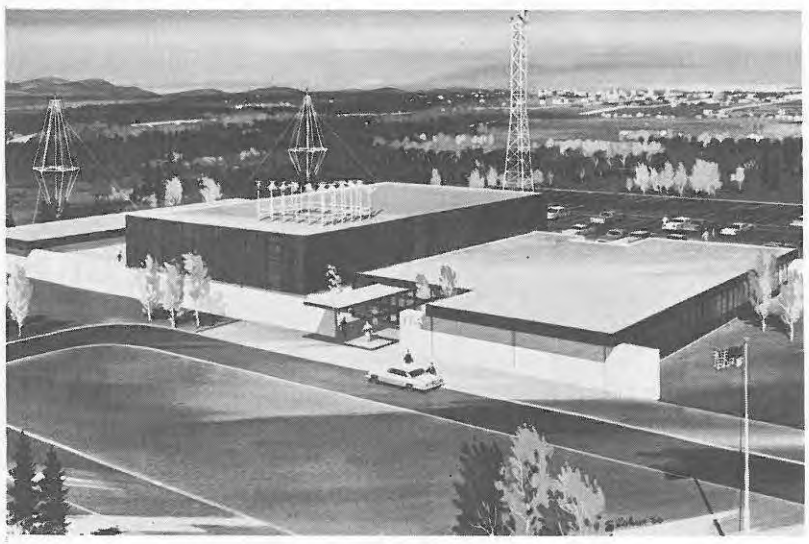
New Anchorage Center Has Groundbreaking Ceremonies

ANCHORAGE—A ground breaking ceremony was held May 1, for the new Anchorage Center which will be located on the Elmendorf Air Force Base reservation. Sharing spade honors were Alaskan Region Director George M. Gary and Major General Thomas Moore, Commander Alaskan Air Command. More than 100 guests attended the ceremony.

The Center building complex which will cost approximately $2,300,000 is located about 4.5 miles east of Anchorage.

"We are facing a decade of progress in avaiation even more dramatic than any we have experienced to date," said Gary in brief remarks to the gathering. "The control of subsonic and supersonic jet aircraft operating in a critical instrument environment will demand an even more modern and highly sophisticated array of electronic equipment."

"The existing Air Route Traffic Control Center at Elmendorf Air Force Base cannot be expanded or otherwise modified to accommodate such equipment or to provide the working environment which our personnel will need to insure continuous air safety, provide expeditious handling of air traffic, and maintain our close alliance with the national defense establishment."



Snow Job

Here is an architect's concept of how the new Anchorage Center will look when completed and without snow. The new facility will cost about 2.3 million and will incorporate the latest electronic gear. Ground was broken May 1.

NAFEC Engineer Designs Light Metal Dectector

ATLANTIC CITY, N. J.—An electronics engineer at the National Aviation Facilities Experimental Center near here has designed a light-weight metal detector that is said to have a sensitivity twice that of existing models.

The inventor, Rohert S. Penland, calls it a 'Scuba Looter'. It weighs only three pounds and operates on a transistor battery.

Training Aid To Cut Student Flight Time

ATLANTIC CITY, N. J.—Students qualifying as private pilots were able to cut their flight time by 16 per cent by using ground trainers, a recent experiment showed.

In a project report issued recently at the National Aviation Facilities Experimental Center near here, an FAA project manager recommends ground trainer time be suhstituted in a ratio of 15 per cent for airplane dual instruction time for teaching voice communications, radio procedures and cross-country.

The experiment was one of two that was conducted to compare effectiveness of different types of ground trainers used in flight training and to determine how much trainer time might be substituted for actual flight time at no sacrifice in pilot proficiency.

The second experiment evaluated ground trainers for use in an instrument flight syllabus. The report concludes that effective instrument instruction may be accomplished before a student acquires the minimum commercial flight time requirement of 160-200 hours by using ground trainers.

Both experiments were run at three contract flight schools, with each school using different type pilot-ground trainers. While the trainers did contribute significantly to learning, the study concludes the difference in trainers made no appreciable impact on the effectiveness of the teaching.

FAA Project Manager Warren Crook prepared the report.

BOOK BLIPS

THE ANATOMY OF THE AEROPLANE. Darrol Stinton. The design of an aeroplane as a general flying machine is considered in terms of aero-dynamic shape, propulsion system, features enabling it to operate from land and water, and structural shape. To lend point to the general study, a number of appendices have been added which, in many ways, form an extra book between the same covers. These deal with specific applications in the form of projects. Examples are given of light and utility aeroplanes (the latter for use in developing countries), subsonic transports (including aerobuses), supersonic transports, strike and reconnaissance aeroplanes, and aircraft designed for counter-insurgent, or COIN, operations. (London, G. T. Foulis & Co. Ltd., 1966. 321p.)

THE FLYING SAUCER STORY. Brinsley Le Poer Trench. This book gives the whole amazing background to the flying saucers. Sighting reports of these craft are covered on a global basis. The characteristics and behaviour patterns of the saucers are thoroughly discussed and it all seems to add up to scientific proof that space ships from other worlds are visiting us. (London, Neville Spearman Ltd., 1966. 208p.)

MAN ON THE MOVE; THE STORY OF TRANSPORTATION. Harvey S. Firestone, Jr. This is a story of the evolvement of transportation and the involvement of man in it: how the human race always has wanted to go farther, higher, faster; how we always have had men of vision to devise the means of going, and brave men willing to push the frontiers of distance and space out a little farther than they were before. (N. Y., G. P. Putnam's Sons, 1967. 318p.)

THE SPEAKER'S HANDY REFERENCE. Edward L. Friedman. Not only are you shown how to prepare and deliver your speech but you discover hundreds of stories, jokes, inspirational remarks and hard-to-find material that will make your speeches lively and memorable. Would-be and experienced speakers alike will find this time and worry saving treasury a must to read. (N. Y., Harper & Row, Publ., 1967. 338p.)

TRANSPORT ODDITIES: A SWIFT PICTURE BOOK. Charles Stuart Dunhar. Transport Oddities sums up a collection of pictures which includes, for the most part, vehicles and scenes which must seem quaint to anyone who is only familiar with our modern transport designs. Because these vehicles no longer exist, it is difficult to imagine what life was like in those days. This is an interesting picture book. (London, Longacre Press, Ltd., 1962. 65p.)

Happiness

Happiness is talking about flying and general aviation to other people who know and appreciate what private flying means to the country and to themselves as individuals. Robert V. Reynolds, right, Assistant Administrator for General Aviation Affairs, displays real happiness here as he explodes his enthusiasm with old friends at the 25th National Convention of National Aerospace Services Association in Washington.

SJU Controller Helps Aircraft Land Safely

SAN JUAN, P. R. — Center Controller Walter Denley has heen credited with an outstanding flight assist for providing radar service to a crippled Navy A3B aircraft.

Denley heard the pilot call on guard frequency, saying that his right engine had exploded, two crew members had bailed out, and he was going to bail out also if someone didn't answer his radio call immediately.

Denley quickly established radio and radar contact with the flight, vectored it to Roosevelt Roads Naval Air Station, then effected a radar handoff to Roosevelt Roads ground control approach.

With this help, the pilot managed to land his plane safely. The two crew members were picked up at sea by the USS Forrestal.

Gimme!

MAUI—Reaching out for the checks held by Donald Epler, Chief, Maui Combined Station/Tower, are Pacific Region recipients of a Group Award. They are (left to right): ATCSs David Smith, Thomas Thompson, Marvin Gradwohl, Paul Merrick, Donald Waialae, Thomas Smith, Elvin Smith, Ronald Ichimura. Not present were recipients Claud Clark, Edward Demain, Mandel Moskow and Charles Bryan.

Av Ed Hits New Top in Seattle With 102 Meets

SEATTLE — During the first quarter of 1967, personnel of the Seattle Area participated in 102 aerospace/aviation education meetings.

Robert O. Blanchard, Seattle Area Manager, estimated this high level of aviation education activity would continue through June 30.

In the first three months of the year, FAAers in the Seattle area took part in educational activity reaching 282 teachers and 2,129 students.

The activity was in elementary schools, high schools, and colleges in Oregon and Washington.

"We feel that Seattle Area people have reacted most favorably to this important program," said Blanchard. "We are off to a good start and all indications are that participation by our people will continue to grow as more and more educators become acquainted with what FAA has to offer."

Signers

Governor Buford Ellington of Tennessee, flanked by James Martin, Tennessee State Aviation Director (left) and Harvey Gassaway, Nashville, GADO Supervising Inspector, signs the official paper proclaiming General Aviation Maintenance Week in Tennessee which was a huge success.

Room Is Repaired, Patience Spared In Philadelphia Tracon Revamping

PHILADELPHIA—This city has mounted an attack on TRACON uglification.

Showing how far a little bit of "face-lifting" can go toward human uplifting, the air traffic control staff has taken the lead in "Operation Bootstrap,"—a new FAA program aimed at encouraging immediate, short-range, and low cost projects to boost efficiency in IFR rooms, as well as simply making the working areas more pleasant.

Not intended to produce extensive design or remodeling changes, the real purpose of "Bootstrap" is to achieve results through paint-up, fix-up, and clean-up campaigns. The principal targets are bad lighting, poor storage, inefficient placement of equipment, bad acoustics, improper chairs, and poor environmental conditions in general. The Philadelphia TRACON provides an example worth following of what can be accomplished, less by money than by imagination, elbow grease and a spark plug like the operations officer, Clint Spencer.

"Terrific, the new room is terrific!" claimed Controller Joe Baxter when asked if the effort really was worth it.

Bill Ruppert, another controller agreed. "It's 180 degrees better than the other room."

The Philadelphia projects ranged from installing adjustable, low cost "halo" lights that prevent reflections on the face of radar displays to figuring out better places to keep essential tools. An enterprising handyman even developed a special waste chute right in the console complex to take the place of cumbersome waste baskets on the floor. The appearance of the entire facility has thus taken on a truly streamlined look and the investment was surprisingly small.

What started in the NAFEC labs is being emulated first in Philadelphia and then in other TRACONS agency-wide, with Cleveland, New York, Boston, Chicago, and Detroit already showing significant gains—both aesthetically and functionally. In case controllers missed it, the improvements considered essential in the overall effort are spelled out in the FAA Handbook 6000.7 entitled "Improvement of Operating Conditions at TRACON Facilities," prepared by SRDS based on work accomplished at NAFEC.

In Noise and Hazard

Study Reveals How Land Use Affects All Airports

WASHINGTON — A two-part report evaluating land use on and around airports and its relation to noise and hazards in the operation of aircraft was released by the agency May 31st.

The report was prepared under FAA contract by Transportation Consultants, Inc., Washington, D. C., and is available to the public as a guide for airport and community planners. It includes surveys of 70 different types of land use on and around 120 U.S. and Canadian airports. It also surveys existing land-use regulations and the types of financial assistance which are available to airport-community planners from various Federal and local government agencies.

The report points up land uses that adversely affect the safety of flight operations. Aircraft noise, the cause of most airport complaints, is highlighted in the study.

The survey reports:

- Land left in its natural state generally is compatible with airport operations. Further, while most animals adapt well to nearby airport noises, game and fish preserves may attract birds which can create an aircraft hazard. Farming generally is compatible with airport operations, although some exceptions are noted in the report.
- Highways and railroads also are generally compatible with nearby airports, although, in some instances, cars and trains may distract pilots and, conversely, planes may distract motorists.

Civic Chatters

Ben Marsh, left, City Manager of Anchorage, discusses with Gerald McMahon, President of the Cook Inlet Chapter of the American Society for Public Administration, community projects in which the new association will be able to lend a helping hand.

BURBANK TOWER UP FROM BLAZING FIRE

BURBANK—Almost a year and a half has passed since a devastating blaze gutted the FAA tower and Lockheed air terminal building here.

Since then, FAA personnel at Burbank have been controlling traffic from a series of temporary "towers." These have included the cockpit of a plane parked on a taxiway, a radio-equipped station wagon and a World War II guard shack.

Since late February of 1966, the tower has been in a small portable structure flown to the West Coast from Oklahoma City shortly after the blaze.

The long months of working in cramped quarters are nearing an end for controllers at Burbank. Some time in August, Burbank tower personnel will return to their old, thoroughly rebuilt working quarters atop the terminal building, known for 27 years as Lockheed Air Terminal.

Since the fire, the pioneer San Fernando Valley Airport has been renamed Hollywood-Burbank Airport.

Tower Chief Ro Lemmer paid tribute to his staff of 34 for "cheerfully putting up with substandard working conditions and sustaining the high quality of service rendered to the flying public."

Besides Lemmer, the tower personnel roster at Hollywood-Burbank Airport includes the following: Harry K. Boyle, Thomas W. Davis, Kenneth B. Dickinson, Walter G. Doyle, John F. Emch, James R. Falwell, Jerold S. Glanville, Donald F. Havard, John D. Hill, Ernest L. Hollis, Roy M. Killgore, Harry L. Lockhart, Robert L. Malone, John M. Martin, Leon E. Moore, Nolan Newman, Joseph A. Palumbo, James Panter, Gerald L. Reinitz, James C. Robideau, George J. Slade, Jr., Paul J. Snider, Gene Hapip, Herbert J. White, John F. Foster, John D. Fraser, Ralph J. Garcia, Reuben S. Jones, Robert E. Pugh, Percy W. Wheeler, Raymond P. Gumbert, Paul F. Schaff, James F. Shimek, Francis D. Mahon, John K. Cutter.

Then . . .

This is the scene on February 13, 1966 when fire gutted the terminal building and FAA tower at Lockheed Air Terminal, Burbank, Calif.

. . . And Now

Here is Hollywood-Burbank Airport Terminal as it looks today after an extensive remodeling and rebuilding costing several hundred thousands of dollars.

Pay Hearings Are Progressing

(Continued From page 1)

terprise rates determined by Bureau of Labor Statistics survey of 1968; with comparability policy becoming operative during 1969.

• Authority would be provided to set the *minimum* step rate of special pay rates and ranges (formerly Section 504 pay rates) at a rate not in excess of the *Maximum* pay rate prescribed by statute for the GS grade. *At present,* the first step rate for special pay rates shall not exceed the *seventh* pay rate authorized by law for the GS grade.

• The effective date proposed is the beginning of the first pay period which begins after October 1.

• No rate of compensation may be increased to an amount in excess of the rate now, or hereafter in effect for Level V of the Executive Salary Schedule. Level V is now $26,500.

OFFICERS APPOINT McCORMICK

LOS ANGELES—John F. McCormick, inspector at Air Carrier District Office 31 here recently was named president of Department of California, Reserve Officers Association.

The association is made up of Reserve Officers of the Army, Navy, Air Force, Marine Corps, Coast Guard and Public Health Service.

McCormick's current assignment in the Air Force Reserve is as Deputy Commander, Operations, 944th Troop Carrier Group, March Air Force Base. His rank is lieutenant colonel.

The organization, which has 3,600 members in the Department of California and 56,000 nationally, is dedicated to maintaining a "Ready Now" state of preparedness for America's reserve forces.

In his job with ACDO-31, McCormick flies and inspects jet aircraft, particularly the DC-8 and Boeing 727.

Top Spotter

John F. McCormick, left, inspector at ACDO-31, Los Angeles, returns from high-altitude flight with Air Force jet fighter pilot stationed at Williams Air Force Base, Arizona. McCormick recently was named to a top post in the Reserve Officers Association.

Wet, Cold Boys Rescued By FAA's O'Sullivan

WASHINGTON—It is not often that someone knocks at the door of an airport surveillance radar building, but about 7 p.m. May 9, Eugene O'Sullivan played host to some unexpected guests.

O'Sullivan, a radar maintenance technician who has been with FAA since 1960 in Airways Facilities Sector 377, was watch-standing from 4 p.m. to 12 p.m. at Washington National Airport.

When O'Sullivan opened the door he found two incoherent teenagers who were dripping wet and shaking uncontrollably from cold. He turned off the air conditioning, and by using the space heaters, raised the temperature of the building as high as he dared without affecting the operation of the radar.

He gave the boys hot coffee, and as soon as they could talk, they told him that their sailboat had capsized in the Potomac and that there was another boy still in the water. They said that they had spent about a half hour or more in the water trying to get the boat in to shore.

O'Sullivan immediately called the Tower coordinator and asked for the FAA crash boat to rescue the third boy—and the WNA police and fire departments responded immediately with equipment, blankets, and a nurse. In the meantime, however, the third boy had decided to swim to shore and joined the other two at the ASR.

After additional warm up, the three departed and all was quiet again at the ASR.

The boys were James Roberts, 16, Andrew Geltz, 15, and his brother Ted, 17, all of Alexandria, Virginia.

Aircraft Owners To Get Direct Word On Safety

(Continued From page 1)

are aware of the pertinent AD, the distribution is being made from Oklahoma City directly to the address of the registered owner recorded in the FAA aircraft registry.

The biweekly AD cards are being continued temporarily until the new system is completely implemented. In addition to the registered owner, who will receive only those ADs for his aircraft model, ADs will be sent directly to Flight Standards offices, certificated repair stations, individuals holding inspection authorizations and embassies of foreign countries in the U.S.

A subscription service for others who wish to receive all ADs will be provided by the Government Printing Office. An advisory circular will be issued with details.

Danish Pilots Are Saved After Bad Labrador Crash

(Continued From page 1)

The events leading up to the rescue were these:

The FAA aircraft was checking the operation of radio navigational stations about 500 miles north of Goose Bay, Labrador last November 1st when the crew intercepted a distress signal from the plane with the two Danes at the controls. Proceeding immediately to the emergency scene, the FAAers arrived in time to see the light plane skid to a safe wheels up landing.

As the FAA plane circled the scene, its crew members dropped heavy flight clothing to the downed pilots and began rescue operations via radio.

Real Hams

Eastern Region's new amateur radio station WB2YEI goes on the air for the first time at its headquarters location. John Christiansen gets first crack at the mike, while Vincent Guccione and Barry d'Adolf await their turn to become tried and true 'hams.' Other such FAA stations are advised that WB2YEI transmits CW on 14020 KC.

Three Professors Thankful And Team Merits 'A' for Pilot Save

SALT LAKE CITY—Teamwork and effective inflight assistance specialists in air traffic facilities here recently averted a possible tragedy.

A Cessna 172 was enroute from Casper, Wyo., to Provo, Utah, on a VFR flight plan. The plane, piloted by Lester W. Snyder, Rapid City, S.D., was carrying two passengers. All three aboard were engineering instructors at South Dakota Tech. They were on their way to Brigham Young University in Provo to attend a conference.

"I am not sure of my position and I could use some help," Snyder advised Salt Lake City radio.

Salt Lake City FSS then coordinated with Salt Lake City Center and Snyder was instructed to contact the Center on the emergency frequency. The Center established radar contact and a heading was given to bring the aircraft to Salt Lake City.

When Snyder was about 20 miles east of the city, the Center transferred control and identity of the aircraft over to the tower. The Center advised that Snyder said his gas gauges 'said' empty.

The area immediately to the east of Salt Lake City is very rugged and mountainous with peaks reaching up over 11,000 feet. Snyder was at 11,500 feet when he contacted the tower's approach controller.

Six minutes after he first communicated with the tower Snyder called, "I'm out of gas!" The plane's position was 15 miles east of the airport. Two minutes after the call, the aircraft's engine was restarted for a few seconds and Snyder was able to climb to 10,000 feet after losing altitude when the engine quit. The engine then quit for a second time and Snyder was unable to restart.

During the next 14 minutes, numerous position reports and advisories were issued to bring him directly to the landing end of the runway. Snyder did a very professional joh of keeping the aircraft at a gliding speed that enabled him to take the headings directly to the airport.

Twelve minutes after his engine quit, Snyder made a dead stick landing on Runway 16R at the municipal airport. The whole operation took place after dark and it was 9:05 MST when the airplane made a safe landing.

Snyder had refueled at Casper, Wyo., but ran into exceptionally strong head winds.

The people who took part in the "save" are Douglas T. Moore, Salt Lake City FSS; Robert Stalnaker and Robert Spackman, Salt Lake City ARTCC; and Paul Riffice and Kenneth Stirk, Salt Lake City Tower.

Inspector Goes to Verse for Accident Curse

SALT LAKE CITY—Principal Operations Inspector Dale Uppinghouse of the GADO here, recently resorted to verse in describing a minor aircraft accident.

Here's an excerpt from Uppinghouse's official accident report:

The airline mechanic worked all day,
Then moonlighted on light planes to augment his pay.
His check on the plane took all night,
But the oil temp plug was finger tight.
The oil came out (about 3 litre),
Which hurried the action (also my metre).
The engine was ruined and made a noise,
The frightened pilot lost his poise,
And missed the airport and hit a ditch.

Paddled

The Lambda Chapter of Alpha Eta Rho, at Northrop Institute of Technology in Los Angeles, surprised FAAer and National President Gene Kropf recently when they made a presentation of a beautiful paddle. Kropf had lost his original frat paddle in a house fire some years ago and the Lambda Chapter decided to replace his symbol of authority. At the presentation ceremony are (l to r) Howard Wellman, Chapter President, Gene Kropf, Public Affairs Officer, Western Region, and Tom Volz, who did the work on the paddle.

Wings Winner

Martha Russell, air traffic control specialist at the Arcata (Calif.) FSS, receives her pilot's wings as the first member of the Civil Patrol Composite Squadron 34, Eureka, Calif. to complete flight training with the group. Chief Warrant Officer R. W. Spjut makes the presentation. Miss Russell, who was named outstanding female participant in the CAP unit and was nominated for the same title on the state level, is a Chief Warrant Officer in CAP.

New Transistorized Control System Designed

Efficient Communication and Simpler Maintainance is Now Almost a Reality

A new communications control system which uses transistors instead of vacuum tubes is a near reality for the FAA's control towers.

Although not yet available, a limited number of the new units have been built and the design problems have been solved. The new units may he available to FAA control towers within a year.

The concept and design specifications for this transistorized system were created by the Communication Development Division of the Systems Research & Development Service in Washington. The applications engineering, as well as production and layout engineering of the first models, was furnished by the Engineering & Production Branch of the FAA Depot, Oklahoma City.

Behind the new design is the increasing age of the old system which is more than difficult to install and requires too many hours to maintain.

The use of transistors and other modern developments in electronics has made possible the great reduction in bulk. One of these devclopments worth mentioning is the *integrated circuit* (IC) which can take the place of a number of vacuum tubes and other parts. So small are the IC's used in this new apparatus that we can show one of them here, only slightly larger than a match-head! (*see photo*)

Technically, the new gear has been constructed as a "module" or plug-in system for the ultimate in flexihility. The basic unit, called the ATCT Audio/Selector Unit, is capable of four-channel control of communications circuits. When used with the slightly smaller companion unit, the selector unit, capability rises to eight channels. Even this does not reach the limits of the new equipment, for another selector unit, and even still another could be added. The maximum limit is 16 channels.

And in most control towers it is necessary to operate these channels from more than one operating position. This capability has been designed into the new system. The addition of another set of audio/selector unit and selector unit(s) results in a two-position system. The design of this transistorized system is such that there is no limit to the number of positions which may be installed.

Installation, too, has been simplified. Not only can the entire system be installed in the control tower "cab" itself, almost all of the interconnecting cables are furnished. In effect, the new equipment is a "plug in and operate" system.

The advantages of such a system are many. The equipment presently used requires weeks, even months, to install. Installation is quite complex and requires the use of an equipment room to house the many units. When the new communications control system becomes a reality, installation time and costs will be cut drastically.

Another advantage is the low maintenance cost of transistorized equipment. Since transistors are less subject to failure than vacuum tubes, the reliability of the new system is much greater. In the past, aging of parts occurred due to internal heat caused by vacuum tubes. This source of heat has been eliminated.

The new equipment has been so thoroughly modernized that even the old mechanical buzzers have been eliminated and replaced with transistorized alarms.

Controllers should experience no difficulty changing over to the new system.

Technician Gets His War Medals After 20 Years

IDAHO FALLS, IDAHO — Claud E. Rosehorough, electronic technician here, has just received a Bronze Star Medal from the Army, though he was medically discharged more than 20 years ago.

The delay in receiving the medal resulted because after his combat injury, he had been shuttled from one Army hospital to another and the medal was held for him.

Roseborough said he had been prompted to inquire about medals that may be due him after talking with a World War II veteran who had recently done that.

"I served with an infantry unit in the Asiatic Pacific Theatre of War, and this particular airman bad served in the same area during the war," Roseborough said. "We got to talking and I discovered I had a couple of war ribbons minus the medals to go with them."

Ultimately he received several medals and citations that had been awaiting presentation more than 20 years.

Roseborough's Bronze Medal, the highest of the entire hatch he received belatedly, had been awarded to him for meritorious achievement in ground operations against the Japanese enemy during World War II.

Other awards he received in the same mail included the American Defense Medal, American Campaign Medal, Combat Infantry Medal, Asiatic Pacific Campaign Medal, and, of course, the Good Conduct Medal.