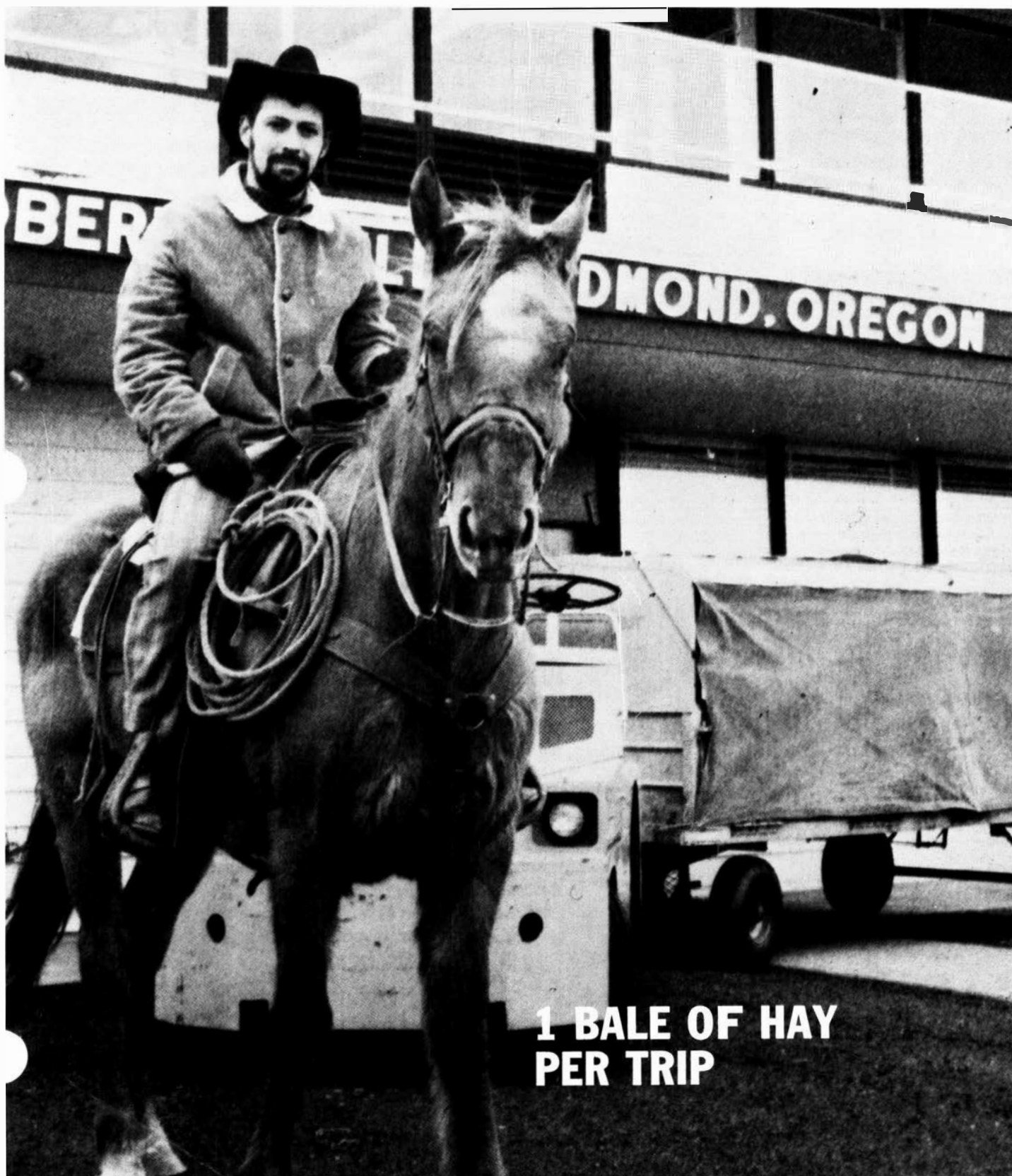


JUNE 1974

FAA WORLD

Service to Man in Flight



**1 BALE OF HAY
PER TRIP**

FAA WORLD

JUNE 1974

VOL. 4, NO. 6

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FAA WORLD is published monthly for the employees of the Department of Transportation/Federal Aviation Administration and is the official FAA employee publication. It is prepared by the Public & Employee Communications Div., Office of Information Services, FAA, 800 Independence Ave., Washington, D.C. 20591. Articles and photos for FAA WORLD should be submitted directly to regional FAA public affairs officers:

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The cover: *The gasoline shortage hasn't stopped Jan Reitz of the Redmond, Ore., FSS when he heads for work at Robert's Field. No gas lines for this mode of travel, but finding a parking space with a fence around it hasn't been too easy.*



The Two-Way Street

One of my top priorities since becoming FAA Administrator has been to broaden the lines of communication with the various segments of the aviation community, thereby increasing their participation in the formulation of agency programs and policies which so vitally affect their future.

It's not a new idea here at FAA, to be sure. The annual Planning Review Conference was an important first step in this direction. Now called the Aviation Review Conference, it will hold its sixth edition this month in Washington.

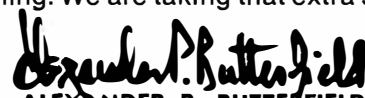
But communication alone is not enough. We need to consult, as well as to communicate. So, we have initiated a formal consultative planning process in the FAA to improve the flow of ideas from the private sector and insure adequate follow-up.

First of all, the annual Aviation Review Conference has been augmented by a series of smaller Consultative Planning Conferences—at least four a year. These conferences, which are really special-purpose work sessions, offer an excellent forum for dealing with specific situations, such as fuel shortages, which require a quick response. The energy situation, in fact, was the subject of our first planning conference last October, as it was at a follow-on meeting in February.

We have also begun a series of "listening sessions" with specific aviation groups to hear their comments and suggestions on issues that affect them. Several of these sessions have been held to date with such diverse groups as airline flight crews, sport flyers and air-taxi and commuter operators. The listening session allows typical users of the aviation system to get their comments heard right at the top, because key managers attend. We plan to continue these meetings.

In a somewhat related development, we have initiated a biennial review of our airworthiness regulations in cooperation with private industry. The first cycle is keyed to an airworthiness review conference scheduled for December, following which notices will be developed and circulated for comment. Final rule-making will be completed early in 1976.

These actions reflect my personal desire to make consultative planning our way of doing business at FAA. Certainly, communication with the various aviation publics is important, but consultation takes us an important step further. It means doing, as well as talking and listening. We are taking that extra step.


ALEXANDER P. BUTTERFIELD
Administrator

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Certificating DFW



Shivering in the chill of a “blue norther” that had blown across Texas during the night, a lone figure knelt on a mass of concrete that extended in either direction as far as he could see in the darkness. A station wagon’s headlights were the only source of illumination as his eyes strained to scrutinize the white line under his numb fingers. He twice measured the line’s width, examined the paint and made a mental note of its appearance and distance from the concrete’s edge.

As he drove away, the day’s first sunlight reflecting off the clouds revealed his position as on the center line of Runway 17L-35R at what in three days would be the world’s largest airport.

The car pulled in front of the Operations Office at the Dallas-Fort Worth Airport, and airport certification inspector Ron Staley darted inside.

“Thank goodness it’s not always like this,” he said about working in the wee hours of a winter morn, as he wrapped his hands around a cup of hot coffee.

“But in the case of DFW we’ve only had the past six days and the next three to prove the airport’s safety before it opens.” This was the largest airport to come under Part 139 of the Federal Aviation Regulations when it began operation, and the Airport Certification Program guaranteed that it would be safe. This was the first time FAA inspected a new major airport for Part 139 compliance.

Before January of this year, FAA’s Airport Certification Program was largely an untried concept, insofar as new airports were concerned. The program was less than a year old when the challenge of certificating DFW was undertaken.

DFW presented a vastly different experience from what has been the norm of certificating existing airports, primarily because of its huge expanse and the incredible complexity of its systems. The operations area alone spreads over some 8,500 acres of Texas prairie and includes such sophisticated technical innovations as Airtrans, the automated people-mover



Inspector Staley (right) removes the globe to demonstrate the proper bulb alignment in a non-glare runway light to airport operations supervisor Ron Bowling.

that requires one computer just to keep tabs on its other computers.

“All the normal problems were there,” one inspector said, “along with the new ones brought on by the advanced technology used in the airport’s design.”

The man who would ultimately be responsible for declaring the airport acceptable to FAA was Allan Hautanen, the principal inspector who was assisted by Staley and Tom Graves, Certification Section chief. The three-man team handles all airport-inspection duties in the Southwest Region.

Hautanen’s chief administrative duty was coordinating the activities of the numerous inspection teams—made up of personnel from nearly every operations division—and airport officials who were making the preparations for opening. He brought them all together on January 4 in a pre-inspection briefing to emphasize the importance of meeting all requirements of FAR 139. Failing to meet them would mean no air-carrier aircraft would be allowed to use the field.

“In actuality, there was no question that the airport had to be operational,” Hautanen said. “The meeting was held to insure that everyone was aware of the deadline and to emphasize that the safety requirements would be met.”

With the inspection chief’s logic ringing in their ears, DFW Operations chief Fred Ford and Director of Facilities Maintenance Bob McKee began issuing additional instruction to airport crews and contractors regarding inspection preparation. The Crash-Fire-Rescue posture was thoroughly examined. Timed runs from the airport’s three fire stations showed at least one crew could reach the center of any runway in less than three minutes, and all other required CFR vehicles could respond in less time than the regulation stipulates for each category of equipment. Other emergency equipment—such as stand-by generators for air conditioners that protect heat-sensitive radio transmitters—were fueled and checked for instant starting and proper switching.

Fuel storage, refueling and defueling equipment and facilities were inspected to see that proper de-

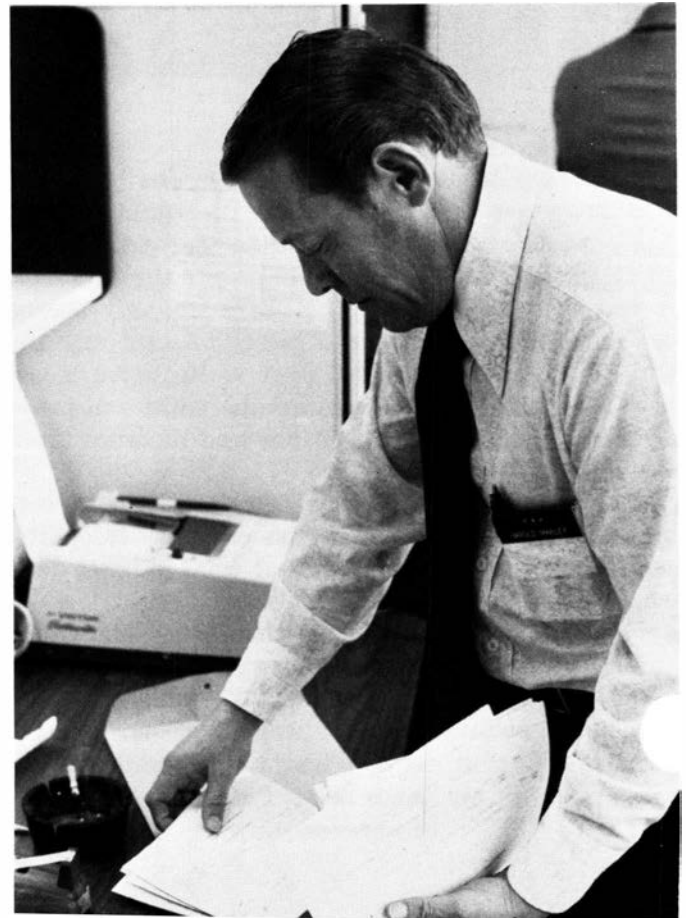
cals were in place on every tank, valve and fuel-transporting vehicle. An improper or missing decal could cause an aircraft’s tanks to be filled with the wrong fuel, precipitating a possible disaster.

As airport personnel made their own pre-inspections of hundreds more individual items, FAA inspection teams, each of which was monitored by at least one member of the certification staff, prepared for the actual tests that would certify the airport’s safety.

One team was made up of Airports Division personnel, who had been periodically checking conditions of major operational areas from the start of construction. Bill Howard, now Albuquerque Airports District Office chief and area coordinator, who was then chief of the Fort Worth ADO, and Paul Ullman, ADO civil engineer, continued to monitor building activities. During the final inspection, they ensured that construction equipment and work materials were removed from the sites on schedule, and they cruised the taxiways and runways, removing dirt, rocks and other foreign materials that might be ingested by jet engines.

A. W. “Buddy” Koon, chief of the DFW TRACON/Tower, and his deputy chief, Larry Craig, organized a team of air traffic controllers to check out and report any defects in the airport lighting and beacons that might interfere with controllers’ or pilots’ vision. Koon also coordinated with crash per-

Harold Marley of the Meacham Field FSS put in a 14-hour day prior to DFW’s opening, filing NOTAMS and AIRADs.



sonnel to see that emergency procedures, such as the use of the hot-line communications net, were identical with those being followed in the tower.

Flight Standards personnel were on two inspection teams. Charlie Sharp and Walter Molloy of the Dallas Air Carrier District Office, in a government sedan, checked runways, taxiways, ramp areas and associated lighting for suitability and proper markings for air-carrier requirements.

H. R. McCullough, chief of the Flight Inspection and Procedures Staff, and Clyde Chapman, Fort Worth Flight Inspection District Office, flight-checked approach-lighting systems on several nights under varying weather conditions. When the venerable DC-3 lined up on each final approach course, tower controllers ran the runway's lighting system through its range of illumination. The highest brightness setting was so intense that the inspectors found themselves trying to maintain a straight course with limited outside reference, save the diffused brightness ahead. Each of the 10,000 lighting fixtures in the systems was tested from the air and singled out to ground crews if needing alignment or adjustment.

The airport's extensive electronic equipment, including five Instrument Landing Systems and associated lights, five runway-visual-range indicators, control-tower radio facilities and a bewildering jumble of communications landlines, had been installed over the past 18 months by technicians in the Facilities and Equipment program. Construction representatives in F & E had monitored the building of roads, housings and auxiliary equipment. The responsibility for their maintenance passed to DFW Airway Facilities Sector manager Tom Gardner. Many of the 56 AFS personnel under his supervision made final adjustments to the equipment in conjunction with the flight tests.

DFW's compliance with anti-hijacking and other security requirements was primarily laid to Moses Aleman of the Dallas Air Transportation Security Field Office. Aleman's inspection team made on-site checks of passenger-screening devices in all 66 gate areas and of airline and airport personnel. They also checked the airport security manual and terminal security measures for compliance with regulations, in addition to seeing that locks, fences and other required safeguards, such as warning devices, were installed where required to prevent unauthorized access to FAA facilities and other operational areas on the field.

The day before the airport opening started the earliest for Hautanen, Graves and Staley. The inspectors maintained an all-day vigil in the airport Operations office, attending to last minute problems.

Additional taxiway holding stripes required for Category II ILS operation had been put off because temperatures were too low for the paint to dry properly. A discussion ensued over whether to apply the



Airport certification inspectors (from the left) Tom Graves, Ron Staley and Al Hautanen study the locations of the Dallas-Fort Worth Airport's three fire stations.

paint below the specified temperature or open the airport without Category II capability. By the time a decision was reached, the clouds had lifted and the temperature rose the precious three degrees needed.

With that crisis settled, it was discovered that two trees in an approach-clearance zone were still standing, even though they had been ordered cut down the day before. Thirty minutes later, two ground-level stumps marked the spot.

A few hours before the official opening, airlines without passengers began using the field, shuttling equipment and supplies from airline offices at Dallas' Love Field to new quarters at DFW.

Harold Marley, air traffic control specialist from the Meacham Field FSS in Fort Worth, stood by in the Operations office through those first few tests of the airport to issue a string of Notices to Airmen and Air Advisories as special circumstances involving flight procedures became apparent. For example, he advised pilots of a set of non-standard red taxiway lights being used for evaluation purposes. The list grew steadily, and by late afternoon, Marley had filed 25 notices that were to prove valuable to pilots using the airport during its first few weeks.

The increase of shuttle flights as darkness approached on dedication eve matched the increasing pitch of activity in passenger terminals, the Operations office and press rooms. Technicians hustled to put up last-minute hardware at terminal gates. Ticket agents scanned boarding procedures in a frenzied last look before the real thing.

For the certification crew, the noise and confusion signaled a respite from the pressure of the last nine days. The flood of details demanding their attention waned, then practically stopped. While most jobs at the airport were just beginning, theirs suddenly had been reduced to little more than the routine surveillance and periodic inspection that would be required after the opening.

Seven minutes after midnight on January 13, the first passenger flight had become history and DFW was the world's largest and newest working airport.

—By Jon Ellis

DIRECT LINE



Q. One of our sector chiefs is on extended sick leave and is supposed to apply for medical retirement when his sick leave is used up. His GS-13 position was put out on bid sheets and filled by a GS-12 who was promoted to GS-13. The bid sheet advised that the chief might not retire and take his job back. Why do the taxpayers have to pay two GS-13 salaries for a sector with only eight technicians? How can a replacement be hired when the original is still on the facility payroll?

A. It would seem from the information presented that the GS-13 supervisory workload and responsibilities must be carried on to maintain continuity of operations, and thus requires that the position be filled. Regulations provide that in a situation similar to the above, an additional position may be established identical to the one which the person on leave occupies. It may be filled by reassignment or promotion on a temporary basis pending the return of the incumbent. Should he not return, it may then be filled on a permanent basis.

Q. With FSS specialists required to take the Class II medical exam, will the agency generally give waivers for any medical disqualification that is under control and causing no job-related difficulties? Specifically, if the specialist has diabetes and is taking insulin for it, will he be given a waiver? What is the duration of the waiver if a condition remains stable? Is it mandatory to accept a waiver?

A. The agency has been granting and will continue to grant special consideration (formerly waivers) on a case by case basis, resulting in some specialists returning to duty, even though there may be medical factors involved. Your case would be handled similarly—individually determined. The lengths of the periods of special consideration vary from case to case but usually remain in effect as long as no adverse changes occur. If you disagree with the waiver of your condition, you could apply to the Civil Service Commission for disability retirement if you can introduce evi-

dence of possible compromise either to safety of flying or threat to your health due to your medical problems.

Q. Recently at a region branch staff meeting, I was required to serve each man's coffee, making several trips to ensure that each had the right amount sugar, cream, etc., and seeing to it that they had cigarettes and matches. It mattered not that I had a week's work stacked on my desk. I dared not complain to my boss about it; however, we stenographers think that EEO should issue an order forbidding this sort of thing. It is degrading and unfair. We are not paid to be waitresses.

A. A secretary, by definition, serves as a personal assistant, generally to one individual, by performing a variety of clerical and administrative duties that are auxiliary to the work of the supervisor. The sentence, "Performs other duties as assigned," as a final paragraph in a position description is intended to cover minor duties of a position; that is, those duties that do not occupy a significant portion of time, are not regularly recurring or do not contribute to the primary purposes of the position. These minor duties do not include responsibility for the running of personal errands. Traditionally, these are services that some bosses expect their secretaries to perform. They are not a requirement of the position and are performed as a favor to the supervisor. It would be your prerogative to let your boss know that you do not wish to perform these functions. However, a flat refusal on your part might have a serious effect on the close relationship between you and your boss. There is no easy solution. We suggest you down with your boss and discuss the problem. If doesn't work, the FAA grievance system provides a channel to higher levels of management.

Q. How long can a General Schedule or Wage Board employee be detailed to a higher grade without receiving a temporary promotion?

A. DOT Order 3300.4 (par. 3a(2)), which has been incorporated as Appendix 4 to FAA's Internal Placement Handbook, PT P 3300.9, states in part, ". . . temporary promotions must be made when assignments (to higher graded positions) are known to exceed 120 days . . ." That guidance was supplemented by a letter dated Oct. 19, 1973, from the Administrator to agency top managers, subject: Temporary Promotions, which stated in part, ". . . if it is known the employee will be needed in the (higher grade) position for more than 120 days, regulations require that he be given a temporary promotion. For shorter periods, either a temporary promotion or a detail may be used. However, as a matter of equity, our agency policy will be to make maximum use of temporary promotions in these situations and to employ details when they are clearly more appropriate. . . ."

Q. How long in advance must a General Schedule or Wage Board employee be notified of a change in his tour of duty?

A. FAA policy is that, insofar as possible, an employee will be notified at least one week in advance of any change in

his tour of duty. See *Workweeks and Hours of Duty Handbook*, PT P 3600.3, paragraphs 8 and 11.

not guarantee success, but it does definitely enhance one's chance for success.

Q. Does the Federal Personnel Manual apply to all employees?

A. With very rare exceptions—for example, appointments made by the President and confirmed by the Senate—virtually all employees in the Federal civil service are governed by Civil Service laws and regulations in the Federal Personnel Manual. Since there are many different categories of Federal employees, depending on the nature and duration of their appointment, the legal authority under which they were appointed, the kind of work they do, etc., there are also some differences in the FPM rules for each category, such as separate pay plans and classification systems for GS and WG. Generally speaking, other FPM provisions such as retirement benefits, veteran's preference and leave entitlement are identical.

Q. I was scheduled to work a 4-12 evening shift at my facility. Due to personnel being on sick-leave and pre-scheduled annual leave, I was called at home to work a 10-6 day shift, to which I agreed. Because of the three-crew concept, no one was available to call in on overtime, and my schedule was changed less than seven days in advance. My time-and-attendance card showed a day shift with six hours night differential, but the regional time-and-attendance clerk refused to pay the differential. If premium pay is authorized if pre-scheduled, when in travel status, SF-160 program, court leave, military and holiday leave, I think it should have been paid in my case; at least I was at work in the facility.

A. The time-and-attendance clerk at the regional office who refused to pay the night differential as recorded is complying with the regulatory requirements of Part 550 of the CSC regulations, which establishes the rules on premium pay. You are entitled to night differential for any regularly scheduled work performed between 6 p.m. and 6 a.m. In the situation you discussed, work was not performed between these hours, and as you have stated, none of the exceptions to this regulation apply.

Q. Rumors persist that in the matter of promoting personnel to team-supervisor positions, ARTCCs in the Southwest and Western Regions make their selections from among qualified area office specialists, EPDS and DSS bidders in line with "career progression." Whether or not this is true, please comment on present and near-future official thinking on this.

A. Handbook 3410.4A, FAA Career System Handbook, and Handbook 3330.1A, Merit Promotion Program, are the two documents that reflect official policy on this. Each region is free to supplement these two documents to meet its particular personnel management requirements, so long as such supplements are in accord with the basic policies in them. Career-progression plans are issued only as guidelines. If employees follow them, they will increase their potential for promotion. Following the plan, however, does

Q. An item in the November column has caused some discussion as to the interpretation of the Travel Handbook, 1500.6, Chapter 2, Section 1, Paragraphs 213 and 214. It states that travel orders must be in writing and that, while oral instructions may be used in emergency situations, written instructions must be issued no later than the following workday. It also states that a travel itinerary is a part of travel orders. Where a group of employees is in travel status most of the time, is it necessary that the supervisor issue a written itinerary each time one of them changes his TDY station? Is it sufficient to issue a general travel order once a year?

A. Your inquiry involves TDY travel, while the November query dealt with a permanent change of station. Authorizing officials may require written orders in any case where deemed necessary. Verbal travel orders are authorized by the General Travel Authorization (GTA) and may only be issued for routine foreign and domestic TDY travel. All other TDY travel must be authorized by issuing a written travel order. (See FAA SUP 2, Appendix 2, Order 1500.14, Travel.) "General travel order once a year" I assume refers to the annual order previously used by FAA. Except for the Office of International Aviation Affairs, the use of annual orders was discontinued with the advent of the GTA.

Q. Facility Management Handbook 7210.3B, Part 1, Chapter 5, Section 2, Paragraphs 511 (b) and (c) specifies for the SF-160 Program "all specialists at FSSs and IFSSs providing airport advisory service to air carrier aircraft, who are certified to work all required positions of operation and perform all required functions of the full-performance level grade at their assigned facilities" and "all supervisory and staff ATCSs at enroute and terminal facilities and at FSSs and IFSSs which provide airport advisory service to air carrier aircraft." No mention is made of scheduled air carrier aircraft, yet because our FSS does not provide this service to scheduled aircraft, our SF-160 Program privileges were withdrawn by the operations specialist. Why has this facility been discriminated against?

A. The Air Carrier Flight Familiarization Program (SF-160) has always been subject to diverse interpretations. Proper interpretation of policy originates with Paragraph 520.b., which states, in effect, that the only access to the program is through the use of Form SF-160. Only scheduled air carrier aircraft of U.S. registry operating under FAR Part 121 honor the Form SF-160 as an indication that the specialist is authorized and has entitlement for access to their aircraft for free transportation. Other air carriers do not honor the form, and the FAA has not entered into an agreement with other air carriers for free transportation because they do not operate under FAR Part 121. Application of the SF-160 policy, which is based on the above interpretation, clearly indicates that your facility has not changed the national policy in any way, nor has discrimination been practiced.



Going for his first solo, paraplegic veteran John McSwain demonstrates the hand control that operates the rudder and provides ground steering.

WHEELCHAIRS TAKE WING

For as long as he could remember, Eston Cosby was eager to get behind the controls of an airplane to experience the thrill of flying. But it seemed an idle dream, for the 42-year-old Cosby has been a paraplegic for the past 20 years.

But the times they are a-changing, and now there is the first organized pilot training program for paraplegics and amputees begun by the Richmond, Va., GADO that is opening cockpit doors to these would-be fliers. Cosby and 11 other men similarly disabled are getting their chance to fly at Byrd International Airport.

Based on hand rudder control, the program was first proposed by general aviation operations inspector Richard Dolman to the GADO's principal operations inspector, E. R. "Jim" Riley, who approved of the idea, as did chief Jim Newell.

Riley and Dolman then arranged

a meeting with officials of the McGuire Veterans Hospital, along with the dozen vets who had expressed interest. As the FAAers explained, not only did the program offer a positive means of rehabilitation but also the possibility of employment in scores of aviation ground jobs.

"The response was overwhelming," Riley reported. "The hospital officials provided complete cooperation." Next, Riley obtained the support of two fixed base operators who held Approved School Certificates.

The final step was bringing all the principals together—Newell, Riley and Dolman, McGuire officials, the two FBOs, the students and Dr. Joseph Rhode, the Richmond area aviation medical examiner. It was agreed that the students would be divided equally between the FBOs and that ground

school training would be held at the hospital.

A Piper PA-28 Cherokee was chosen for the flight training since it was the only locally owned aircraft approved for the hand control that operates the rudder. A number of hand controls have been devised, including one certificated in the Southern Region by the Wheelchair Pilots Association that will fit all Piper Cherokees. The old Ercoupe is another alternative for fliers who can't use their feet, because rudder control is in the yoke. WPA has also found the Piper Tri-Pacer to be an easily adapted aircraft, although many other planes are being flown by the handicapped.

Riley fitted out the plane with the hand control and conducted a demonstration flight for the FBO and Dr. Rhode, each of whom had a chance to execute all maneuvers in the private pilot curriculum

using the hand control. Much to their satisfaction, they were able to perform just as well that way.

"All of the normal functions of plane can be performed by using the hand control," Riley emphasized. The device works so well that the student pilots are being tested for their flight proficiency on the same basis and with the same standards as non-handicapped pilots.

Dolman noted that other handicapped individuals using hand controls have won their tickets from FAA, but only on an individual basis. One of these—Randy Coggins of Washington—has provided technical advice for the Richmond program, he added.

The first of the original dozen to solo did so last fall, five months after the beginning of the program. Several are still flying, and it's a safe bet that by the time you read this story at least a few will have gained their certificates.

Riley and Dolman note that news of the program's success has spread

across the country. They are very gratified that it has worked out so well, but Riley hastens to add that the program isn't limited to disabled veterans. "If any handicapped person wants to fly and can pass the physical requirements, we'll do everything we can to help that person make the grade."

About those physical requirements, lest anyone get dismayed, here's a bit of advice from the Wheelchair Pilots Association: "Before going up to solo, a third-class medical certificate is a must. To get a medical certificate, one must be examined by a local FAA designated physician. Because of FAA regulations, the applicant will automatically be rejected. However, upon the physician's written recommendation, the applicant will request a third-class medical from the chief medical flight surgeon, Oklahoma City. Request is generally granted if applicant is not on drugs/medications." One way or another, FAA helps out.

—By Frank J. Puglisi

At one of the early meetings in the handicapped-pilot training program, Richmond, Va., GADO inspector E. R. Riley (right) explained the hand rudder control to a student. Inspector Richard Dolman observes in the rear.



HEADS UP

CENTRAL

Ralph C. Kennedy has been selected as chief of the Environmental Engineering Section in the Airway Facilities Division.

GREAT LAKES

Selected as manager of the Dayton, Ohio, Airway Facility Sector is Herb Hopper . . . Jack Ryan has reported as deputy chief of the Cleveland ARTCC . . . Dr. Dick Wehr has also gone to the Cleveland Center as its flight surgeon.

NORTHWEST

Charlie Crum has moved from the Troutdale, Ore., Tower to the chief's job at Paine Field in Everett, Wash. . . . Delphine Aldecoa, chief of the Hillsboro, Ore., Tower, was chosen as the local coordinator for the Northern Oregon coordinator group . . . Named as the chief of the Toledo, Wash., FSS is Ed Brothers, assistant chief of the Boise, Ida., FSS.

WESTERN

Len Galloway of the San Francisco AF Sector is the new Sacramento Sector manager . . . Taking over the San Francisco Sector manager's slot is Kermit Insdahl . . . Jim Mason is now the manager of the San Francisco International Aeronautical Telecommunications Switching Center . . . The Oakland FSS has Jimmie Haralson from Tuscon as a new assistant chief . . . Ray Henslee, transferred from Blythe, Calif., has taken over as chief of the AF Sector Field Office at the Monterey Peninsula Airport, Calif. . . . Reporting in as new assistant chiefs at the Tuscon, Ariz., FSS were Bob Dirks and John Pfund . . . The new chief of the Paso Robles, Calif., FSS is Mateo Palenzuela, who hailed from the Los Angeles FSS . . . Gordon Rhodes was selected as an assistant chief at the El Monte, Calif., Tower . . . Henry Van Sant was named an assistant chief for the San Carlos, Calif., Tower . . . Already aboard is the new assistant chief of the Fresno, Calif., Tower, Wendell Hartley, who transferred from Sacramento . . . Jim Becker from the San Diego Approach Control assumed his post as chief of the Palomar, Calif., Tower . . . Theodore Miller was selected as the new Blythe, Calif., field office chief in the Ontario Airway Facility Sector . . . Ventura Tower assistant chief Frank Swartz has gotten the job of chief of the St. Croix Tower in the Virgin Islands.

FACES and PLACES



TOP WORKERS—Margery Hartman, Alaskan personnel assistant, and Gerald McMahon, Planning Staff analyst (at her left), were selected as Federal Employees of the Year in Greater Anchorage. Congratulating them are (from the left) Sen. Ted Stevens, Alaskan Region Deputy Director Quentin Taylor and Congressman Don Young (right).



SNOW QUEEN—Terri Mitchell, daughter of John Mitchell Pierre, S.D., FSS chief, was selected the 1974 Snow Queen in the state capital this past spring.

YOUTH WANTS TO KNOW—Controllers Leo Jette (right), Jack Wessell and John Foster from the Boston Center presented a talk and a movie on "Safety in the Sky" to children at the Crotchet Mountain Rehabilitation Center in Greenfield, N.H., Shirley Pollinger from Crotchet uses sign language to explain radar operations.



SWAP TIME—New England and Central Regions swapped aircraft. NE Flight Standards chief Jack Sain (right) accepted the keys to a Queen Air from his Central counterpart, Browning Adams, who took off in NE's Beech Baron (above).



FULL-TIME ACHIEVER—Paula Murrell, a Vocational Office of Education student employee in Southwest's Air Traffic Division, receives a Special Achievement Award from division chief William Morgan. She's a two-year veteran of the half-work, half-schooling program.



COOPERATION—Los Angeles Center mission coordinator John Brown (right) presents a "well-done" plaque to Capt. E. E. Hill, commander of the aircraft carrier U.S.S. Ranger, which trained off the West Coast for several months. The Ranger sent several operations officers to the center, while controllers boarded the carrier. The close cooperation resulted in minimum impact on center operations.



WE POINT WITH PRIDE—Special Achievement Awards were presented to Gerald Kershaw (left) and Radean Reade (second from right) of the Hutchinson, Kan., Tower and a Certificate of Appreciation to accident prevention counselor James Hephner for an assist to the wife of a stricken pilot. Central Region Director A. L. Coulter is at right.

NAILED DOWN AWARD—Instead of lining up for the birdie at the presentation, Southwest Region officials mug for the camera in hanging up the award for the Tulsa GADO as the region's outstanding GADO for 1973. As GADO chief D. R. Harms provides direction, Lee Covert (left), General Aviation Branch chief, and Flight Standards Division chief Paul Baker conduct the plaque-mounting operation.



ACROSS THE BORDER—45 reps from the U.S. and Canada joined in the Great Lakes Region's first military conference—the SAC/NORAD Snowtime Conference—to coordinate routes and altitudes. Discussing plans are (left to right) Ben Lawson, regional chief, Military Activities Staff; Robert Terneuzen, FAA SAC liaison officer; Cpl. Neil Crichton, Canadian Air Force; Roy Brooker, Canadian SAC liaison officer; James Stone, Canadian Ministry of Transportation; John Cyrocki, Region Director; Robert Ziegler, Deputy Director; and Lt. Col. Jack Stover, U.S. Air Force.



A TWO-POINT LANDING



Photo courtesy of Las Vegas Review Journal

It was a relatively quiet evening for the Las Vegas Tower crew at McCarran International Airport, but it wasn't to remain so.

It was only 7:45 when the Los Angeles Center called in to report that a twin-jet Sabreliner was diverting to Las Vegas. There was no imminent problem, only a possible one, but assistant tower chief Paul Schultz called the airport fire department to alert them, anyway. The Sabreliner had hit a coyote on taking off from Pueblo, Colo.; while the landing gear had retracted normally, the pilot felt unsure as to whether it would extend again.

It was half an hour later that the pilot of the corporate turbojet raised the tower. This was it: He had put gear down, but only the right wheel and nose wheel had extended. Worse yet, he couldn't retract the gear at all, now.

The quiet of this evening was over. All airport and additional emergency equipment was dispatched to the 2½-mile Runway 25, while the Sabreliner circled the airport trying emergency procedures to lower the landing gear. Jack Doyle, the Los Angeles Center communications duty officer, was asked to contact the aircraft manufacturer to set up a conference call with the tower. All their suggestions relayed through local controller Don Piet were to no avail, however.

By this time, the pilot agreed to the foaming of the runway—for only the second time in the airport's 26-year history. Flow-control procedures were begun by the Center to divert traffic from Las Vegas. As all arrivals ceased at 9:00, a swath of foam four inches thick and 50 feet wide was laid down for

about 4,000 feet, stretching from 2,000 feet from the approach end.

As fire trucks cleared the runway, the aircraft made a low approach by the tower where searchlights illuminated its belly and confirmed the problem. In fact, not only was the left gear not extended but the gear door was closed. The pilot continued to circle to burn off fuel to reduce the fire hazard in landing, while ground controller Paul Zobrist relayed communications from airport manager Dan Evans to the emergency crews.

With the fuel down to an acceptable level, the pilot made a last desperate attempt to avert an emergency landing by touching down hard on the extended right wheel and going around again. The controllers observed no change.

Everything was ready. The Sabreliner came in on a long, slow approach, touching down exactly as planned on the foam. With its lights extinguished and power off, the jet would not have been visible, except that it landed in a shower of sparks as the left wing tip scraped along. Finally, it groundlooped off the runway and came to rest some 60 feet into the desert. As a police helicopter hovered above, illuminating the darkness, the pilot radioed that the three aboard were not injured.

Two hours had elapsed, but it would take four more hours until traffic returned to normal.

That the Sabreliner was able to fly away only three days later was a tribute to the skills of pilot Jim Stopper and Scott McDonald and the efficiency of the tower crew in averting injury and serious damage.

—By Paul Schultz

A MAN TO REMEMBER

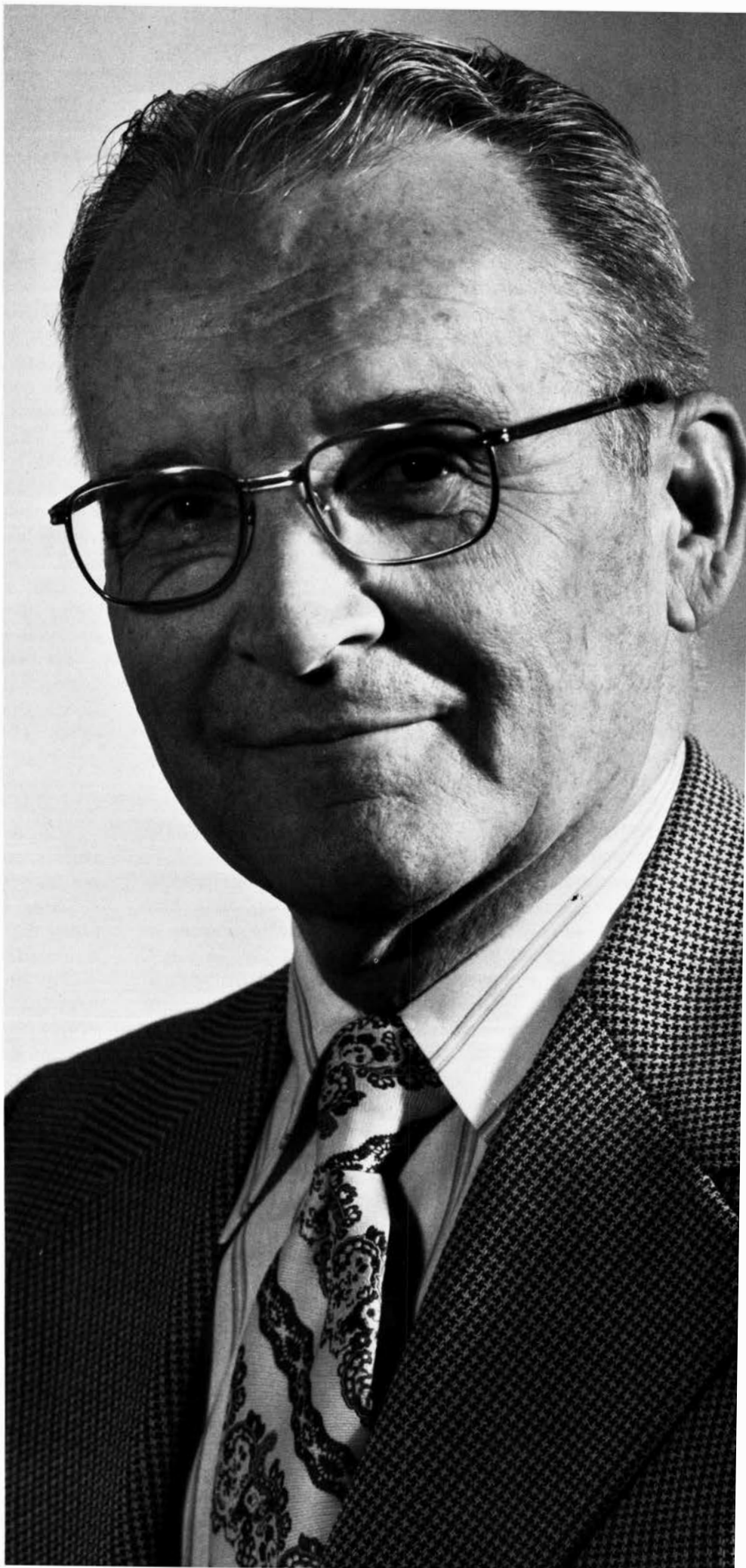
When Vic Onachilla was teaching high school in the Pennsylvania coal region more than 30 years ago, he had a little technique to help students remember his name.

Stepping to the blackboard, he would write the word ON, skip a space and write the word CHILL. Then, after a brief pause, he would add the letter “A” in the empty space and at the end and say, “Now, you have the spelling of my name.”

The technique was effective but not without pitfalls; for one day, Vic overheard a student whisper to a friend: “Onachilla? If you tell me what it is, I’ll tell you what it eats.”

Vic frequently tells this story when he convenes the FAA Executive School in Charlottesville, Va. Still, FAA people who have been through the two-week course are more likely to remember the name than they are the spelling of his name.

Vic has spent 27 of his 32 years in



“... with me, job satisfaction and a sense of accomplishment are the most important considerations.”

Government working in the area of management training and counseling. To do so, however, he has had to resist various efforts that would have made him a full-time manager and administrator and removed him from the firing line. In fact, he has taken three downgrades during the course of his career in order to continue doing what he likes best.

“People have told me I’m crazy—that grades are too hard to come by to give up—and maybe they’re right,” Vic says. “But with me, job satisfaction and a sense of accomplishment are the most important considerations.” And his accomplishments have been formally recognized by the agency. In 1972 he was presented the Meritorious Service Award, followed last year with the Presidential Management Improvement Certificate.

Vic has been associated with the Executive School since joining FAA more than 14 years ago. He began as a staff member with the second class in 1960 and became director with the seventh class in 1961. In all he has participated in 43 of the 47 classes and witnessed the graduation of almost 1,400 persons. Included in that total is virtually every top manager in the agency and a high percentage of the middle managers.

Although the Executive School has undergone many changes in its 14-plus years, one thing has remained constant, Vic notes; “that is, its purpose is still to turn out better and more effective managers.”

“Everyone comes to the Executive School with a set of values,” Vic says. “They’ve reached a certain plateau in FAA—say GS-15 division chief—and they think they must be doing something right.”

“We don’t tell them to stop doing what they’ve been doing,” he adds. “We say, keep everything you have, but we think it’s possible to become aware of new tools and techniques or modifications of existing tools and techniques which would make you a more effective manager or a more effective individual. You may even want to use some of the newer things in preference to the older ones, but we don’t ask you to give them up. We’re trying to add rather than subtract from your inventory of managerial skills.”

The curriculum of the Executive School is keyed to a dual theme, Vic points out. One is improving agency management effectiveness—that is, the way the agency does business. The other is enhancing personal managerial effectiveness—or the way the individual operates within the system.

Because of the high emotional level frequently generated at the school, Vic finds it necessary to send

class members back to the “real world” with a few words of caution: “We tell them, don’t peddle what you’ve learned, practice it. Let people judge any changes that may have occurred by what you do, not what you say.”

Vic concedes that the changes wrought in the Executive School experience are not always permanent. The degree of “fade out,” however, depends on two things: the commitment of the individual to change and the support of the work environment.

“If the work environment doesn’t support what you’ve learned, then fade out can be very rapid indeed,” Vic says. “But I don’t think it’s ever complete. I think a really intelligent person recognizes the value of what’s been learned, and this will be reflected in his behavior.”

Vic himself is a product of the Pennsylvania coal region. His father immigrated to this country from Czechoslovakia and settled in Windber, near Johnstown, where he worked in the mines like almost everyone else.

Growing up in Windber left Vic with a firm determination to get an education and find a better way of life. A few trips down the shaft with his father were enough to convince him that digging coal was not his true vocation.

Those early years also taught Vic a great deal about the problems of prejudice, which was to serve him well in later life. As the son of an immigrant, he was a “hunkie” to many in the town, and he remembers that he was not allowed in the homes of some of his schoolmates. “This experience gave me a deep respect for the feelings of human beings and the sensitivities of minorities,” he says.

Vic took his undergraduate and Master’s degrees at Penn State, working his way through at a variety of jobs. But education was a real bargain in those days, he recalls. Four years of college cost less than \$1,000.

Receiving his B.S. in mathematics and electronics in the midst of the Great Depression, Vic took a job teaching high school in Shade Township in his home town. He remained there five years, moving to a civilian job with the Army Air Corps at Scott Field in 1942.

There, Vic was involved in teaching electronics, but the suicide of a close friend who was having job troubles prompted him to change career fields. “I was like a zombie for a couple of weeks,” he recalls. “Then I decided what I wanted to do with my life was to work in management training and counseling.”

Vic left Scott in 1947 to pursue a number of specialized courses in psychology and administration. These studies led to more graduate credits. During the same period, he worked for a number of agencies in the supervisory/management training area, including the Signal Corps and the Internal Revenue Service. FAA hired him in January 1960 to help run the newly established Executive School.

Vic remembers that his reaction to that initial session of the second class was that there "was too much telling and not enough interaction." He wanted to see a better balance between the two.

One of the problems of the early Executive School years was that there was virtually no other management training available at this level in FAA. "We found ourselves providing basic information that normally people at this level would have received earlier in their careers," he notes. "But as the agency's training programs expanded in the early and mid-1960s, we were able to build on previous management training experience and take advantage of new developments in the state of the art."

"Now," Vic says, "it's unusual if even one member of a class has not had previous training. Most come to us with two or more training courses to their credit."

Another change implemented after the fourth class in 1961 was to move the site of the Executive School from the Aeronautical Center to Charlottesville, where it's been held ever since. This was done to facilitate participation by key executives from Washington Headquarters.

The subject matter covered at Executive School also has changed over the years to keep pace with events. Vic cites the examples of civil rights and labor-management relations, both of which emerged in the 1960s as major management considerations. Neither was covered in earlier classes.

The Executive School curriculum, in fact, is constantly evolving to maintain relevancy. Vic says he reserves up to five percent of each program for innovation and experimenting with new techniques and subject matter. "Normally," he adds, "we make three runs with any new development before reaching a go-no go decision."

Looking to the future, Vic thinks the Executive School will remain an important component of the agency's overall training program. "In an agency this size, we have sufficient turnover to justify three or four classes per year, which is just about the present rate," he says.

As for his own future, he sees a "few more years" with FAA. After that he would like to continue in management training and counseling in a private capacity on a part-time basis.

When that day comes, Vic's host of friends in FAA will wish him well, but somehow the Executive School just won't seem the same.

—By John Leyden



COME JOSEPHINE IN MY . . . Call them ground- or surface-effect machines, hovercrafts, jet skimmers, air-cushion vehicles. Call them anything you want. But don't call them airplanes—not for the time being anyway. FAA has taken the position that "any vehicles deriving support from a cushion of air between the vehicle and the surface and incapable of flight outside of this surface-effect reaction is not an aircraft and need not be registered, certificated or operated in accordance with agency regulations." However, playing it cool, the agency said it is not permanently disclaiming jurisdiction over these machines, since they are still in the early stages of development and their ultimate possibilities are not known.

PLAN AHEAD . . . No one can say that the NAFEC Brass don't give employees adequate notice of holiday-leave policies. They announced in mid-April that "there will be no special closing of the Center next Christmas time to save energy." Bet they have all their Christmas shopping done, too.

FATHER KNOWS BEST . . . Unlike many parents today, FSS specialist Mickey Bellotte has no trouble communicating with his offspring. Mickey was working the in-flight position at the Morgantown, W.Va., FSS recently, when he received a distress call from his son who had lost an engine in a Piper Aztec. Father and son worked together after that; the aircraft was given a clearance to near-by Clarksburg Airport and he made a successful engine-out approach and landing there 15 minutes later. So much for all this talk about the generation gap.

COLOR US HAPPY . . . If you've ever asked what FAAers in Alaska do for excitement during those long winter nights, here's an item from the regional publication, *Trapline*, which is interesting although probably not representative. Describing a recent social function in Northway, the item said "one of the 'highlights' of the evening was when the hostess brought out an assortment of felt-tip markers for us to smell. No, really, it was amusing, for each color had a different scent ranging from chocolate to mint." The item went on to speculate that people probably will "wonder about this." Yes, I'm afraid they will.

Federal Notebook

SINGLE JEOPARDY ONLY

A General Accounting Office ruling (B179037) has taken some of the sting out of automobile accidents on the job. Federal employees who have to make court appearances as a result of accidents that occur while driving their own cars on government business are now entitled to administrative leave.

THIS GAG NO GAG

The Supreme Court has ruled that Federal employees may be dismissed for public criticism of the government, their bosses or other employees when it impairs the reputation and efficiency of the employee's agency. In addition, the court's 5-4 decision held that employees are not entitled to an impartial hearing prior to separation, that the possibility of back pay and reinstatement were adequate protection.

TO RETIRE OR NOT TO RETIRE

The Consumer Price Index continues to trigger pension bonuses. As of July 1, annuities for new retirees as well as old will rise by 5.8 percent or more. The "more" depends on the CPI for April that was announced late in May. How many Federal employees are likely to take advantage of the bonus this summer is uncertain because of the continuing escalation in living costs and the quiet private job market.

AGE BIAS OUT

The new minimum wage law bars discrimination in promotions, appointments and RIFs because of age. Federal employees who believe they have been discriminated against because of age will be able to ap-

peal to the Civil Service Commission or seek remedy in the Federal courts. ■ Another provision of this law, actually called the Fair Labor Standards Act, sets aside the rule for granting overtime pay only for work officially ordered or approved. The law now requires overtime pay for work in excess of the regular 40 hours when an agency "suffers or permits (overtime work) to be done." The existing Civil Service Commission regulations on employees exempt from overtime pay still apply. The overtime provisions will no longer be computed only on basic pay but on the regular rate, which may include differentials for night shifts, Sunday work, holiday work, etc. CSC and the agency have gotten into the process of determining which employees are in the exempt and non-exempt categories.

THE HIGH COST OF TRAVEL

Sen. Lee Metcalf (Mont), chairman of the Government Operations Committee's subcommittee on budget and management, has introduced a bill that may see Administration approval to increase per diem allowances from the present maximum of \$25 to \$35. It would also boost the present mileage allowance for driving a privately owned vehicle on government business of 12 cents to 14.5 cents. The General Accounting Office would study mileage costs every three months and could adjust the rates upward if justified. ■ Rep. William Whitehurst (Va) has also introduced a bill to boost mileage rates. Under his proposal, the General Services Administration would have the authority to raise the rate up to 17 cents per mile.



New England Air Traffic evaluation specialist Dick Gale calls the state police at a roadside emergency phone.

take-off—enough time to taxi right up to the tower and chit-chat before ribbon-cutting.

That morning the snow began to fall, and Howland moved up the departure to 10:30 a.m. based on predictions that minimums at Burlington would hold up until well into the afternoon. They didn't, and with SAC permission, the Queen Air was eased down on snow-beleaguered Plattsburgh AFB in New York, 17 miles west of Burlington; but since the crows weren't flying, nor anything else, it was really 88 miles away, in that Lake Champlain intervened, and the ferry was shut down.

It was 11:40 and the impediment was shaping up into a blizzard. By noon, Howland, executive officer Jack Ormsbee and public affairs officer Mike Ciccarelli were impatiently waiting as AT evaluation specialist Dick Gale was lectured on a USAF-loaned car and on how to get to Burlington.

After a quick lunch, the quartet set off. The snow thickened; the wind whipped; the traction got worse. By 1:30, they had covered eight miles, when the engine chugged and died. "Carburetor icing," Gale volunteered.

Within a few minutes, they spotted a blue van emerging from the whiteout and flagged it down. Wonder of wonders, it was a Vermont Air National Guard truck on a run from Plattsburgh to Burlington! Gale used a roadside emergency phone to call the state police, asking them to notify the USAF of their abandoned car and tower chief Pat Horan in Burlington that they were still on their way.

Piled into the truck with the four FAAers and their luggage were four guardsmen—a bit over capacity, so they had to take turns standing and sitting for the 80 miles. Apart from that, everything was snafu: weak heater, a blowing but almost ineffective defroster, poor visibility, four stops to manually remove ice from the windshield and stoppages because of skidding traffic.

Confident that the dedication ceremonies would have been delayed a reasonable time for their arrival, the foursome were not upset over their 4:17 arrival, considering what they had been through. But embarrassed officials explained that the ceremonies went off as scheduled because they weren't expected. The state police had called to say that the Bostonians were on their way back to Plattsburgh AFB.

So that it wasn't a total loss, the ribbon-cutting was restaged for picture purposes. Among the first guests Director Howland met afterwards was the commanding officer of the Burlington Air National Guard fighter squadron. Placing his hand on the officer's shoulder, Howland said, "Colonel, let me tell you a true story. . . ."

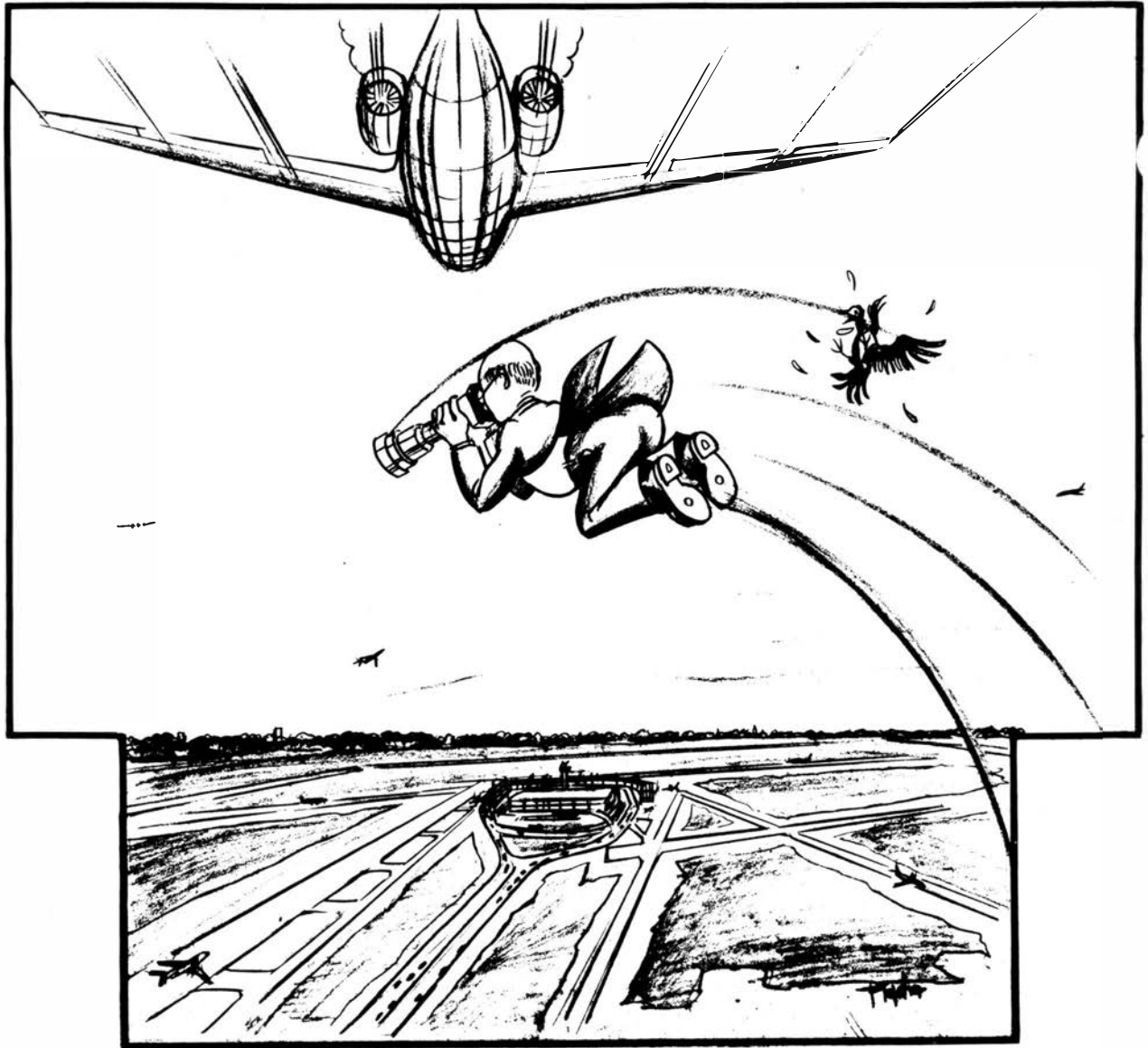
—By Mike Ciccarelli

LOST IN THE SNOW

It was the first day of spring, but nature showed its perverseness—and superiority over man's puny technology.

The target for a New England Regional Office entourage was Burlington, Vt., International Airport for the dedication of a new TRACON and renovated FAA facilities—distance, about 150 miles or 55 minutes of flying in the region's Queen Air.

The event was set for 4 p.m., and New England Region Director Ferris Howland picked 2:30 for



Flight of Fancy

It was a brisk March day in Des Plaines, Ill. Spring was in the air; the weather and air traffic at the world's busiest airport were cooperating. Everything appeared normal—there were no untaged blips on the O'Hare controllers' scopes. Then, out of the blue came the Great Lakes regional photographer, "Streaking" Bill Pitchford.

It seems that Pitchford and his tall, pretty accomplice, Lorraine Bilar of the Airports Division, were determined to overcome all obstacles in obtaining up-to-date photos of O'Hare International Airport. Because of budget limitations and the energy crunch, however, Pitchford, as resourceful as he was, was not able to use conventional means. An airplane or helicopter was out of the question, as far as Director John Cyrocki was concerned. Pitchford's shutter was doomed to be idle, it seemed.

Then Lady Luck along with a VFR sky smiled on the indomitable twosome. Lorraine spotted a circus cannon parked in the corner of the airport's parking lot. After a couple of quick phone calls, she learned that the owner had left it for a few days and would have no objection to its use for a worthwhile cause. Lorraine saw success within their grasp. She called Pitchford, and the mission was on.

Pitchford donned his magnificent "downtown Lawton" hat, secured it with a scarf and climbed into the 25-foot barrel of the cannon. Lorraine lit the fuse, and Pitchford was launched. He rose high over



the regional office, trailing his 300 mm lens, which led more than one observer to identify the projectile as a rocket. He was off, VFR Special into the O'Hare TCA.

Almost immediately, the regional duty officers Bob Webb and Don Plato began getting phone calls from the public, reporting a UFO near O'Hare. Radio, TV, wire services and newspapers began calling the tower and the public affairs office, deluging Marjorie Kriz, Ett Foster and Warren Holtsberg. Upon learning of the plan earlier, regional public affairs officer Neal Callahan had taken annual leave.

Frantic pilots began calling ORD tower, reporting a fast-moving unidentified object just passing Taft inbound. Pitchford leveled off at 300 feet just after passing a DC-10 on final. Controller Pete Salmon quickly called tower chief Vince Mellone to report that something had penetrated the sacred air space. Pitchford passed over the airport, clicking his shutter as his altitude bled off.

Meanwhile, Flight Standards chief Jim Purcell and Bill Wagner rushed to the parking lot to impound the cannon, which had never been certificated as a launching vehicle.

It became apparent that Pitchford's point of touchdown had been miscalculated as he came to a stop in a clump of bushes near the regional office. Obviously, he hadn't had enough practice in touch-and-goes. Despite the rough landing, however, Pitchford was pronounced in excellent condition by Dr. Brattain, the regional flight surgeon. This was certainly a comforting thought, Pitchford dazedly mused as he rubbed a sore posterior. His eyes widened, "But what the heck am I doing on the bedroom floor?"

By Marjorie Kriz



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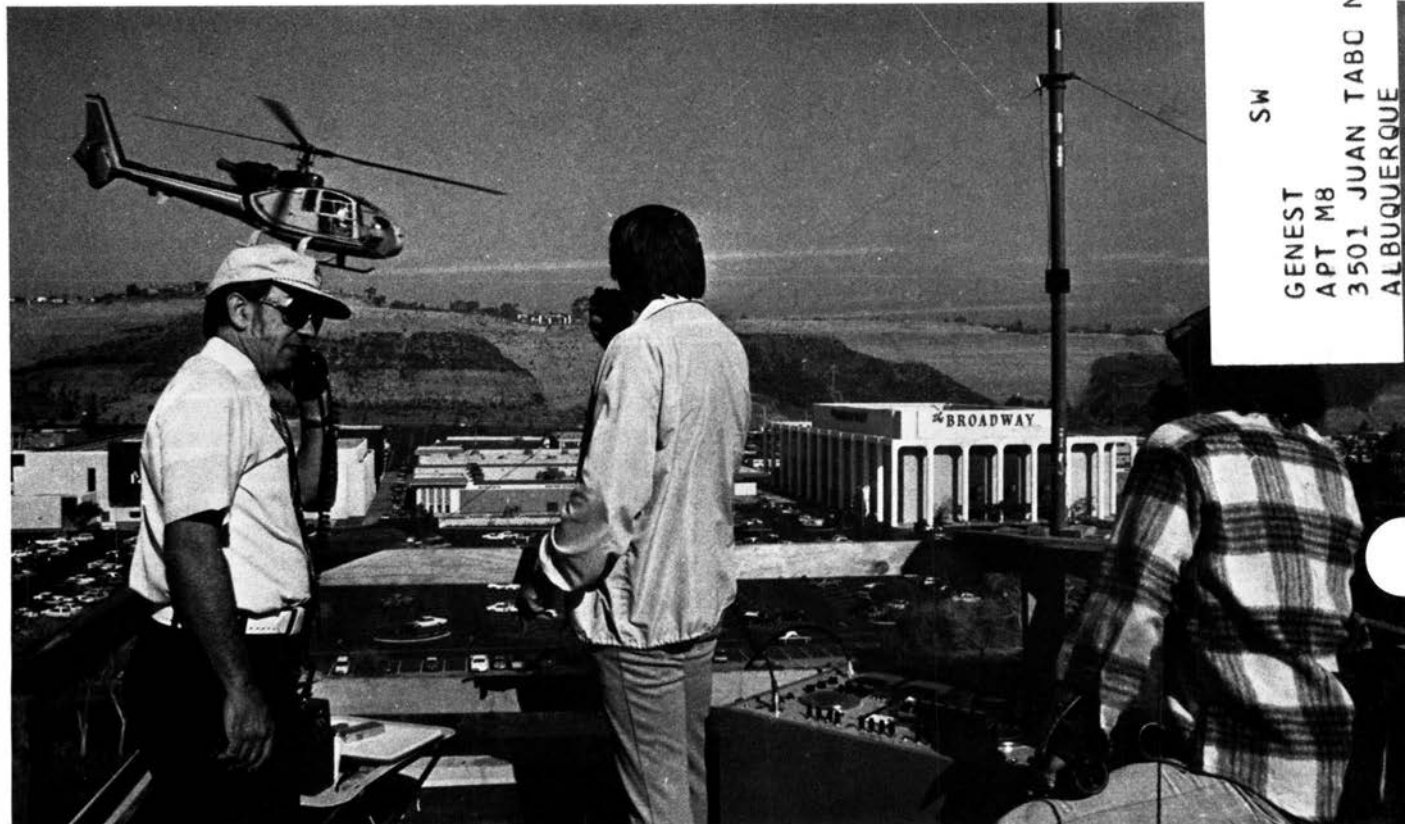
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INN CONTROL

Know which is the Western Region's tallest control tower? At least for three days, it was the Town & Country Hotel in San Diego's Mission Valley during the annual meeting of the Helicopter Association of America.

Located atop the hotel roof some 135 feet above the parking lot-landing field, the "tower" was manned by controllers Jim Lehman, Ron Robinson and Greg Searle (left to right above), who handled 695 helicopter operations during a 15-hour period during the meeting. Other FAAers participating were San Diego Airway Facilities Sector technicians Eldon Bailey and Robert Romero, who installed and maintained the tower equipment.

Shades of movie and television drama—controllers Robinson and Searle observed and alerted local police to a mugging attack and purse-snatching episode on the hotel parking lot. After shoving the victim, the suspect took cover in a bushy area adjacent to the parking field. Despite the timely call to the police, this scenario didn't have a "Hollywood ending." The thief got away.

Administrator Butterfield was the principal speaker at the association's banquet, accompanied by Assistant Administrator for Information Services I... Churchville; Jim Rudolph, Director of Flight Standards; Western Region Deputy Director Bob Bl... ard; and Bill Krieger, Flight Standards chief.