

FOOO WORLD

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**PAPER,
PAPER
EVERYWHERE...**

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The cover: *Feeling buried under a mountain of paper? It's a common sensation within and without the government, but it needn't be a permanent condition, as the story at right reveals. It's often a state of mind, and supervisors and individuals can take steps to reduce the burden of paper pollution.*

*"To deny
paper
to the
bureaucrats
is
to deny
canvas
to the
artist."*

James H. Boren

Bureaucrats and paper shuffling may not be as commonly paired as ham and eggs or peanut butter and jelly, but in the popular mind, the two definitely go together.

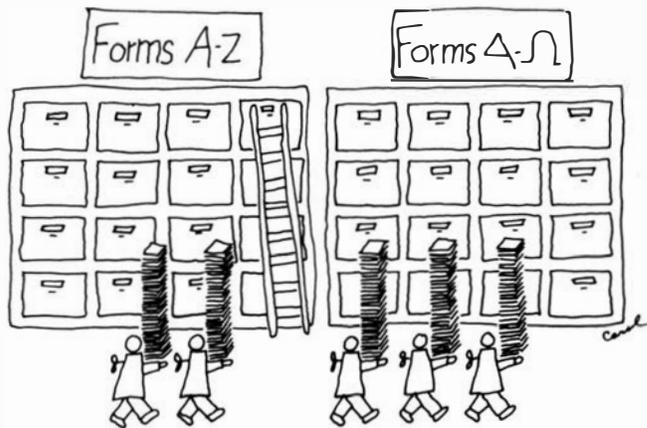
In a way, it's a bum rap because paper shuffling is not unique to bureaucrats. It afflicts employees and supervisors—mainly the white-collar variety—no matter where they work. And dependency on paper usually takes root long before people start working for a living.

Paper is there in the beginning in the form of a birth certificate and at the end in the form of a death certificate—neither of which, fortunately, are we in any position to fill out personally. In between, there are papers and forms at every step of the way. There are registration forms for school, "paper to do while in school, driver's licenses, bills, receipts, order forms—the list is virtually endless.

In the process, we get so used to handling and touching paper that many feel lost and anxious when there isn't any around.

And, that's the crux of the problem, according to Lee F. Grossman, management consultant and author of a book called "Fat Paper" in which he prescribes a diet for trimming paperwork. The title stems from the author's thesis that getting caught up in paperwork is caused by the same psychological phenomenon that compels some people to eat when they are nervous or anxious. He also maintains that many of us profess to hate paperwork but can't seem to do without it. Unfortunately, this ambivalence is not a

PAPER, PAPER EVERYWHERE...



harmless neurosis we can afford to indulge.

According to recent estimates by the Federal Commission on Paperwork, which was established in 1975 and went out of business last month, the Federal Government's information requirements alone create a \$100 billion annual paperwork load. That figure includes the cost of paper, its storage and handling, and the time and effort it takes the citizenry to respond to Federal letters and forms.

A hundred billion dollars doesn't

have much of an impact, unless you break it down into terms you can understand—like realizing, for example, that if you spent \$1 million a day you would have to live to be more than 274 years of age before exhausting \$100 billion.

FAA's paperwork bill may not seem so bad by comparison, but it came to \$63.7 million last year, and that's bad, says Jimmy Gwinn, chief of the Documentation Methods Branch in FAA's Office of Management Systems.

Gwinn, who is a two-time winner of

the Federal Paperwork Management Award and a former program chairman of the Federal Records Officers Conference, came to the FAA in 1976 from the Department of the Treasury. (He insists, by the way, that he has been going by "Jimmy" since childhood and did not switch when Mr. Carter came to town.)

He says a big chunk of that dollar total went towards writing and typing the more than two-and-a-half-million letters and memos that the agency cranked out last year. In fact, Gwinn says, they cost the FAA about \$81,000 per day.

Some of that correspondence was undoubtedly needed, but a lot of it wasn't. And that which wasn't falls into Grossman's category of "fat paper."

One of the major reasons for "fat paper," theorizes Grossman, is job insecurity—individual or collective. He uses the example of a fellow who felt insecure in his new job because his inbox wasn't filling up with letters, memos and reports. So, he asked people in other offices to put him on the distribution list to receive copies of their correspondence. Shortly thereafter, the paper flow began—and not just in one direction either, because our friend didn't just read the correspondence and file it. He wrote comments back to the senders, which, in turn, of course, encouraged more memos. And, thus, in no time at all, he was deluged by paper, he felt secure and part of the team, and everyone commented on how busy and valuable he was to the organization.

Grossman uses this example to

Jimmy Gwinn, chief of the Documentation Methods Branch, Management Systems, watches Carolyn Clark operate a word processor, one of a growing number of automated devices used by FAA to cut the cost of editing and typing correspondence.



make the point that the best way to cut needless paperwork is to attack the basic disease, and not the symptom, by providing a climate where each one's self-esteem is promoted, and employees have enough satisfying and productive work so they don't have to seek busy work.

And, of course, real work includes at times writing memos and letters. But, of those that need to be written, most could be more succinct and to the point, says FAA's Gwinn. For one thing, this would help cut down on the cost of postage, which came to almost \$5 million for FAA last year and threatens to exceed \$6 million by 1979 unless the amount of paperwork the agency produces is reduced.

"Most people don't realize how much they could save the agency just by folding a letter and using a smaller envelope," says Gwinn, who adds that postage is based on such factors as class of mail and its weight and size.

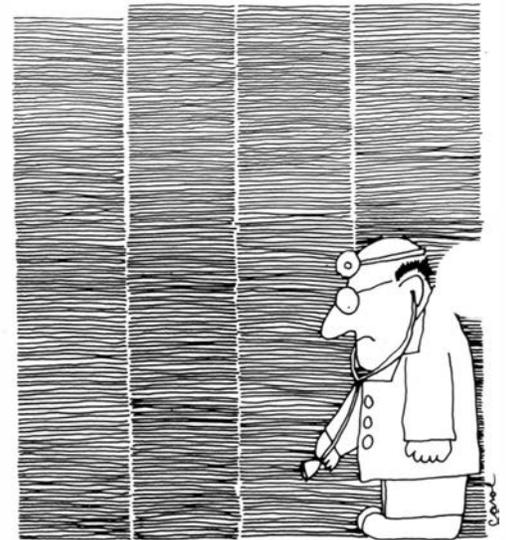
This applies as well to the intra-agency memos sent between headquarters and field facilities via mail pouch. Gwinn notes: "If a person uses a 9½ x 12½-inch 'holey' envelope to send a memo from the regional office in Denver to Washington headquarters, for example, it cost about \$.46. If, on the other hand, that memo were folded and sent in a regular letter-size envelope, the postage would drop to \$.13."

Reports are another major paper-

work burden for FAA, Gwinn says. There are nearly 1,800 recurring reports, which cost the agency about \$10 million last year to prepare and publish. In addition, \$3.7 million was required for the 230,000 cubic feet of space and the equipment needed to file and sort agency records.

Earlier this year, FAA's Office of Management Systems began a program in which agency personnel in charge of reports are being asked to take a long, hard look at the reports they issue and urged to discontinue those that are no longer needed. A four percent reduction in recurring reports has been set as the goal for the fiscal year just ended, and another four percent for the following fiscal year. Unfortunately, as AMS is discovering, it's much easier to start a report than to stop one.

Gwinn illustrates that point with the story of a manager who looked at his schedule one day and discovered that he had a report due every day of the month except one. Convinced that no one paid any attention to most of his reports, he thought he would have a little fun on his "free" day, so he sent in a bogus report providing statistics on the number of flies stuck to each piece of flypaper in the office. As expected, there was no response—until the following month when he got a memo reminding him that the "flypaper report" was overdue.



An apocryphal story, no doubt, but one with a valuable moral that could apply to forms as well. Like reports, once forms are designed and produced, it's difficult to get rid of them. Gwinn says there are approximately 1,800 approved national forms and another 8,000 regional and field forms. But he adds that "probably no one knows how many there really are because of all the 'bootleg' versions that have cropped up."

Forms make the FAA, if not the world, go 'round. Says Gwinn: "There isn't a single system in the agency that doesn't involve the use of a form." There are requisition forms, personnel forms, time and attendance cards,

travel vouchers and—although one doesn't think of them as forms—the flight strips used in air-traffic-control facilities.

The key to managing forms, says Gwinn, is to standardize procedures and forms whenever possible. In some cases, he adds, one well-designed form can replace three or four poorly-conceived forms.

Last year, it cost the FAA \$1 million just to print forms and an additional \$20 million in FAA manhours to fill them out. Flight strips—which, Gwinn says, the agency buys by the carload—account for the bulk of those costs.

Among several other programs the Office of Management Systems has initiated to reduce paperwork is the increased use of micrographics.

Gwinn says one of the most expensive types of paper today is computer paper. It's expensive to buy and expensive to store. FAA has found that the use of such paper can be curtailed drastically by having the computer produce certain recurring reports on microfiche instead of paper. Since 98 pages of a report can be put on one 3 x 5 inch piece of microfiche, Gwinn cites an example of where 6,000 pounds of paper and several thousand dollars could be saved every year if one office converted just three of its reports to microfiche.

But, despite the dramatic possibilities of program innovations, the biggest dent in the paperwork problem can be made by the steady efforts of individual employees, says Gwinn.

Okay. But how?

Gwinn agrees with a few simple rules of thumb suggested by Dr. Grossman:

- Don't automatically think of writing a memo or letter when you need to communicate with someone. The memo and business letter are two of



the worst forms of communication. Use them only when you have to. Use the telephone instead. It's quicker, generally cheaper and more personal.

Or, instead of writing that memo, get up from your desk and walk down the hall to talk with an employee or colleague. Communications and morale in the office will probably improve, and your secretary's time and your own can be put to better use.

- Reduce substantially the amount of material you file, and purge the files every six months. Don't file documents you "may" need; file only those you are fairly certain you "will" need. One of the many advantages of keeping files lean and uncluttered is that it will be easier to find important papers you need quickly. (Continued)

A Positive Approach

John M. Cyrocki, Director of FAA's Great Lakes Region, is developing the reputation within his region as an effective foe of "fat paper." Here are some of his ideas for reducing the paperwork burden:

PAPERWORK

"Generally, I abhor paperwork. I much prefer people talking to people face to face or over the phone. Many tell me they have no time to talk with people. The reason is they are buried in paper. If you eliminate needless paper, you will have plenty of time to talk with people and you'll be a lot more effective."

WRITING

"If you have to write a letter or memo, write simply and eliminate the fog content. And don't have every response cleared by everyone in the agency. By the time each person has had a chance to change or add something, you end up with a big fat package of paper. I remember a letter from a grade school student to Senator Percy requesting information on supersonic aircraft. The letter went to DOT, then FAA, and by the time it was logged in, stamped, routed and seen by everyone up and down the ladder, rewritten, etc., two and a half months had elapsed. There must have been many, many hours and thousands of dollars spent on that one letter. And, in the end, the student received a letter he

probably couldn't understand. He got a technical dissertation on supersonic aircraft."

REWRITING

"I tell the people here in the regional office not to rewrite items unless they have a very good reason. A lot of time and money is wasted on rewriting. The message is important, not the style. I accept letters all the time that are not written in my style. I look to see if the message is there, if the letter has been answered. If so, I sign it. As a result of our policy, there is little or no rewriting of 90 percent of our correspondence. It puts a burden on the originator of the response, but that's good because it gives him or her an incentive to do a good job. Habitual rewriting is bad for morale and, in effect, encourages sloppy work."

MANAGERS

"The impetus to reduce needless paperwork has to come from top managers. I have made it clear, for example, that when I travel in the region, I don't want a big briefing package. I have seen what happens to briefing packages. They are rarely used; they usually end up in a file somewhere."

WORD SEARCH

By Tony Mattivi
son of Virgil Mattivi
electronics technician, Peterson AFB

This month's puzzle is of common names of aircraft parts and equipment. The words read forward, backward, up, down and diagonally, are always in a straight line and never skip letters. The words may overlap, and letters are used more than once.

Use the word list if you must, but try covering it first. All 40 words can be found. Circle those you do find and cross them off the list. The word "window" has been circled to get you started. When you give up, the answers may be found on page 19.



- | | | | | |
|-----------|--------------|---------|------------|-----------|
| AILERON | FLAPS | | | |
| AIRSCREW | HUB | | | |
| ALTIMETER | INSTRUMENTS | | | |
| ANTENNA | JET | | | |
| BRAKE | LANDING GEAR | | | |
| CABIN | LIGHT | RADIO | STABILATOR | TAILWHEEL |
| CLOCK | NACELLE | RIB | STABILIZER | TRIMTAB |
| COMPASS | NOSE | ROOT | STROBE | WHEEL |
| ELEVATOR | NOSEWHEEL | RUDDER | STRUT | WINDOW |
| ENGINE | PANEL | SPAR | TACHOMETER | WING |
| FIN | PROPELLER | SPINNER | TAIL | WINGTIP |

A recent file survey in FAA showed that a number of office files contained many copies of buck slips with typed messages from one office to another.

Says Gwinn: "Two things are wrong with that. Buck slips are meant for informal, handwritten messages and should be thrown away once they've been read."

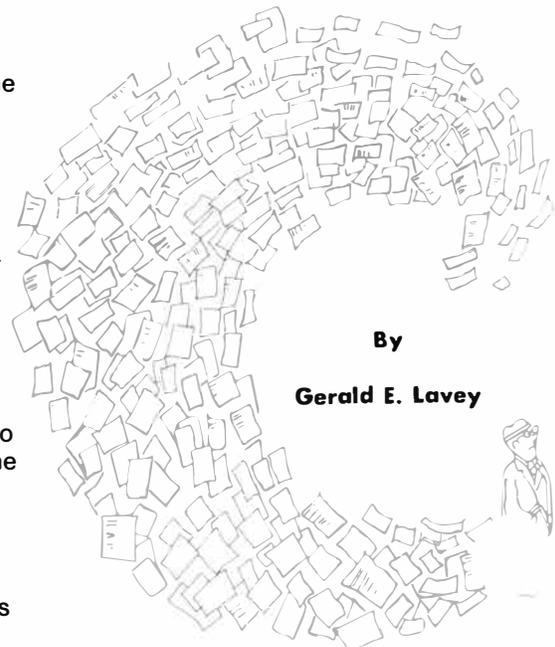
He recalls the efforts of a Navy captain in Okinawa to stamp out the practice of typing and filing buck slips. He posted an order, then another, and when neither achieved the reduction he sought, he ordered that 50 percent of the typewriters under his command be turned in. It got the desired results.

- Beware of the copier, says Grossman, because the new, easy-to-use models make it easy to copy personal materials and they cater to a psychological tendency to make more copies than needed. "If the boss is

having 10 persons in for a meeting, I had better make 15 copies of this report just in case . . ." goes the argument in photocopy rooms all across the country. Grossman suggests partial solutions to the problem, such as putting unpleasant persons in charge of the photocopy machines or issuing keys or cassettes only to selected individuals. But he admits that the problem of controlling the use of photocopiers is a particularly knotty one everywhere.

These are only a few recommendations for cutting out "fat paper." There are many others. But there's no need to master a long list before beginning. The key is to start cutting and developing patterns of success.

As Dr. Grossman says: "Remember that down deep, beneath the layers of paper fat, there are slim paper systems just waiting to be discovered."



By
Gerald E. Lavey

WISE IN THE WAYS OF AIR TRAFFIC

“It’s not a matter of men controllers or women controllers. Controllers are controllers regardless of sex.”

Alberta Lucey was responding to a question about women controllers working in a busy air route traffic control center, where work pressure and emotions are involved with directing high-speed jet aircraft.

“Regarding the diversion of attention from work to personal problems, or the effect of personal problems on work efficiency, men are no different than women,” said Lucey. “Women are concerned with financial problems the same as men; men are concerned with the welfare of their children the same as women. So, we who are controllers—men or women—must train ourselves not to bring our personal problems into the control room.”

A team supervisor at the Denver Center with 33 years of experience in directing pilots and training controllers, Alberta Lucey is well qualified to talk about human qualities interfacing with controlling airplanes. Since 1961, when she became a team supervisor, she has been involved in the training and supervision of so many specialists that she can’t even guess how many.

Although she is acutely conscious of the male-female ratio in her profession, Lucey has been able to maintain a reasonable attitude toward conditions in her work environment, and she has matched her skills with the men.

She does acknowledge the fact that

the time was right when she started her career with the Civil Aeronautics Administration in 1944. She had graduated from high school at Carroll, Iowa, and since most of the qualified men were still overseas, she applied for a job with the CAA. She was hired and ordered to report to Kansas City for training as a communicator. In her class of 25 trainees, there were only three men.

After her training, her first assignment was at the Overton, Neb., Communication Station, located between Grand Island and North Platte. It was a small emergency field, and Alberta recalls that there were more coyotes and rabbits than airplanes. She also remembers her first midnight shift when local thunderstorms gave her a fright and she felt very much alone.

During her 18-month stay at Overton, she learned to fly and she soloed; however, her interests turned to other endeavors. She was transferred to Casper, Wyo., and from there to Rock Springs, Wyo.

In 1950, Lucey was assigned to the Denver Communication Station, and in 1955 she transferred to the Denver Center.

Then the employment condition changed. There were sufficient men available for specialized work, and from 1955 to 1970, very few women were hired for air traffic control. She was one of the two women who worked air traffic at the Center. In fact, when Lucey talked to pilots who recognized her voice, some would reply, “Oh, it’s Denver!” And some even called her “sir” out of habit.

As a team supervisor, she is responsible for the northeast quadrant of Denver Center’s air space. She has two teams composed of 20-22 specialists and trainees on one shift. A total of seven teams rotate within her area of

(Continued on page 16)



Story and photos by Al Barnes



Four prime-movers of the aviation-education workshop, reviewing course materials, are (left to right) Mervin Strickler, chief, Aviation Education Programs Division, Office of General Aviation; H. Gene Little, Great Lakes aviation-education specialist; Sandi Engel, Chicago ARTCC controller; and Al McCormack, chief of the Indianapolis General Aviation District Office.

Educating the Educators

To teach the public about the benefits of aviation for business, the community and careers, the agency needs to teach the teachers. A new approach to spreading the aviation education "gospel" was recently taken by the Great Lakes Region for a new breed of teachers.

A three-day workshop was held at the Indianapolis ARTCC for a score of



Chicago Center controller Sandi Engel explains the U-Fly-It teaching toy to controller Sue Hollenback, Indianapolis ARTCC.

Aerospace education specialist J. Hartsfield (right), Lewis Research Center, discusses with the controllers means to attract young people to technical jobs.



center employees to test the waters. Conducted by Great Lakes Region aviation-education specialist Gene Little and Dr. Mervin Strickler from Washington headquarters, this first aviation-education facilitators workshop was designed to see if field facility personnel would be interested in actively promoting aviation education in the schools of central Indiana. Also assist-



Dr. Strickler (left) simulates a communications session between a high school principal and the parents of the students to prepare the facilitators to react to questions from community groups like a PTA.



Aerospace instructor Ed Cushman of the Ben-Davis High School talks to the facilitators about the great potential his program has for increasing students' learning ability.

An active pilot, Lois Kennard, governor of the North Central Section of the 99s, covers the introduction of flying to students with the aid of a dummy instrument panel.

ing was Sandi Engel of the Chicago Center.

The 20 "guinea pigs" approached the workshop confused and with reservations because they didn't yet understand the program. However, the employees soon expressed such interest that many of them switched work schedules or used regular days off to attend additional sessions.

Aviation-education representatives from the Rocky Mountain and Eastern Regions attended the workshop with a view to possibly incorporating similar plans into their own newly established aviation-education programs.

The sessions included presentations from NASA, the U.S. Air Force, Cessna Aircraft, the Indiana 99s, the Civil Air Patrol and local aviation officials, as

ll as various audio-visual productions and supplies of educational materials.

Participating from the ARTCC were

Darrell Richardson, Paul Fagin, Bob Frazier, Ernie Hall, Sue Hollenback, Dave Kenney, Todd Seif, Gary Church, Rudy Gayde, Art Garceau, Cliff Armstrong, Ron Tavis, Marvin Duke, Ed McCoy, George Evans, Larry McDowell, Don Kent, Ed McCartney and Cathy Hedglen.

The workshop members traveled to Ben-Davis High School in Indianapolis and were briefed on basic teaching methods used in the school's aerospace program. This aviation-oriented school, considered one of the most progressive of its type in the region, is finding its aerospace courses drawing more and more students each semester—both male and female in equal numbers.

Reactions at the closing of the workshop were uniformly enthusiastic. Contraller Sue Hollenback, a former school teacher, was outspoken on the subject: "Motivating students through

aviation education is a fresh approach to the learning process. I feel the use of an aviation theme in the classroom would hold the imagination of students of all ages and stimulate them to productive channels in thought development."

The controllers actually formed their own organization—an Indianapolis Aviation Education Council—to carry the message into schools and to public groups in central Indiana. Elected chairman was controller Larry McDowell, who a few days later briefed the region's division chiefs and staff officers.

"At first, I was totally confused and overwhelmed with all the educational material," McDowell said, "but after the second day, everything seemed to fall in place. I've talked at only a couple of schools, and the kids seemed to light up with excitement, asking about careers in air traffic control and other fields of aviation. I think the program's terrific, and I hope we can recruit more FAAers from the center to participate. Maybe we can get the whole region involved!"

Story and photos by Ett Shalin

BITSY BEEKM
City, Kan., GAC
Look-alike" cor
comic strip in v



SAFETY RECOGNIZED—C.D. Bateman, engineering manager for Sundstrand Data Control of Redmond, Wash., receives FAA's Extraordinary Service Medal from Administrator Langhorne Bond (left) for his work in developing the ground proximity warning system.

FACES and PLACES



EEO ACHIEVERS—The man without a certificate is Western Region Acting Director Herman Bliss, who presented the awards. The others receiving the Administrator's EEO Award for outstanding achievements in that area are (left to right) Bob D'Urso, chief of the Logistics Division; Martha Landers, Los Angeles FSS specialist; and Ludwig Erzen, chief of the Airway Facilities Environmental Section.

SEEING AS OTHERS DO—Baltimore GADO accident prevention specialist Russ Craig mans a videotape camera during a demonstration of short- and rough-field takeoffs and landings at Montgomery County Airpark, Md. Pilots had a chance to view replays of their performances after demonstrations by instructors.

Photo by Ruth Benedict.



ONE FACE ISN'T ENOUGH—The military is personally tailoring oxygen masks to insure a perfect fit. Here, Alan Moore, electronics engineer with Central Region's Airway Facilities Division and a captain with the Kansas Air National Guard, looks at his Alginite mask that will be used as a mold for an oxygen mask.

Photo by SSG Raymond Klein

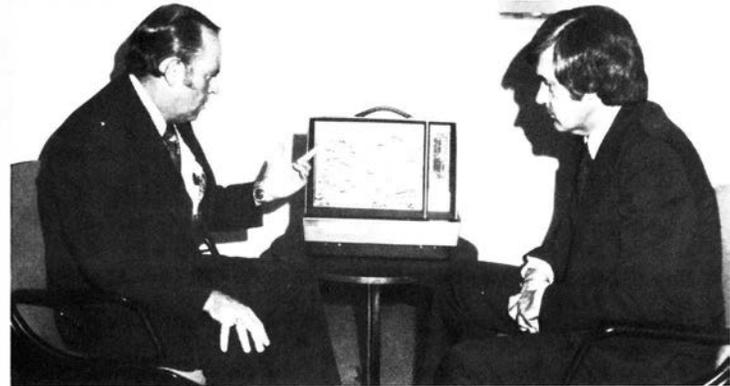


Peg Noltensmeyer, whose husband is David of the Kansas in the Powder Puff Derby and won the "Bitsy Beekman" sponsored by Milton Caniff (left), creator of the Steve Canyon the cartoon character appears.



TOP TOWER—Chicago O'Hare Tower controllers Al Smith (second from left) and Ricky Baird accept the National Air Traffic Facility Award for 1976 from Air Traffic Service Director Ray Belanger (left) as tower chief Pat O'Sullivan looks on.

Photo by William Pitchford.



HOW TO GO—Gary Koch (left), Colorado accident prevention specialist, demonstrates the first pilot briefener in the Rocky Mountain Region, which he devised, to Flight Standards Division chief Richard Devereaux. Its purpose is to provide pilots visual and audio instructions on how to fly out of the Aspen, Colo., airport through the 14,000-foot peaks surrounding it.



A MINOR INCONVENIENCE—Coval Hale, draftsman in the New England Region's Airway Facilities Division, was awarded a plaque for "excellence in achievement as Outstanding Handicapped Employee of the Year for 1976" by Deputy Administrator Quentin Taylor in Washington, D.C.

LANDMARK PILOT—Norman May looks down at a letter from Texas Gov. Dolph Briscoe presented as part of ceremonies marking him as the 200,000th active member of the Aircraft Owners and Pilots Assn. Adding their congratulations are (left to right) Ansel Winham, Houston area coordinator; Carl Edmison, Houston accident prevention specialist; George Hover, chief of the Palacios, Tex., FSS; and Charles Spence, AOPA V.P.





A chopper comes in for a landing on the pad on the right side of the oil platform. All the way out, the co-pilot keeps his eyes glued to the radar and calls out headings to the pilot.

As if nature were protecting its own, it was squarely on the North Pacific storm track in the Gulf of Alaska that major oil firms found oil and had to site their offshore drilling operations.

In this area off Cape Yakataga, 100 miles west of the tiny fishing village of Yakutat—in this “cradle of storms” beset by ice, snow, rain and squalls with winds up to 100 miles an hour that whip up waves of 35 feet or more—

Atlantic Richfield and Shell staged their joint explorations. And here they anchored the \$50 million Ocean Ranger, the world's largest semi-submersible offshore oil-drilling rig.

Based on experience garnered during other offshore operations, they decided to supply the Ocean Ranger and other oil platforms in the area by helicopter. Assuring that these operations were conducted safely at all times brought the Federal Aviation Adminis-

How They Tamed The ‘Cradle of Storms’

The world's largest semi-submersible oil-drilling rig, the Ocean Ranger, is anchored in the Gulf of Alaska in the roughest of seas, where it is buffeted by 100 mph winds.



The radar in the helicopter is an eight-inch-square box with which the co-pilot can "see" the shoreline, boats, oil rigs and other aircraft, regardless of weather.



Air Navigation (TACAN) equipment were utilized.

Developing approach and enroute procedures for the Dutch Harbor operation was not without tragic cost. Joseph Pyper, an Alaskan Region general-operations inspector lost his life in an aircraft crash on July 22, 1976, while delivering the new procedures to Dutch Harbor. Since the procedures still had not been demonstrated and approved, the aircraft was making an instrument approach to an Air Force airport at Driftwood Bay, 20 miles from Dutch Harbor. Following the tragedy, another Anchorage inspector, Fred Porter, was dispatched to the scene to

Applying these procedures to the vastly different conditions existing in the Gulf of Alaska was a complex undertaking. Lyle K. Brown, Director of the Alaskan Region, personally visited the platform and conferred on a number of occasions with officials of helicopter firms and oil companies, both in Yakutat and Anchorage. Others who helped lay the groundwork for the new procedures included Robert Judd, chief, Flight Standards Division; Willard Reazin, chief, Air Traffic Division; and Al Bruck, chief, Airway Facilities Division.

The day-to-day job of developing airborne-radar approach procedures for the Gulf fell to Alaskan Region GADO inspectors Pete Beckner and Lou Gossen, assisted by Donald Christensen. They started with an NDB and a TACAN for basic navigation to and from the platforms. Then they used airborne radar to pinpoint the towers in the final approach phase and for missed-approach guidance. With this procedure, it became possible to reduce the minimum descent altitude to 200 feet from the previous 400 to 600 feet.

The use of radar altimeters, airborne radars and other "black box" equipment—including VOR, TACAN, VLF and Omega—now permit helicopter crews to "see" the towering platforms clearly from takeoff to landing, making possible, with full safety, missions that could not be attempted before.

One problem remains—pilot-to-controller communications. To solve this, the Airway Facilities Division is in the process of installing a remote center-air-ground facility (RCAG). When this is commissioned, direct pilot-to-controller communication will become a reality, and the entire package will be complete in taming the Gulf of Alaska's wild, dangerous weather.

Principals in working out the complex radar-approach procedures for oil-drilling platforms in the storm-tossed Pacific off the Alaskan coast are Flight Standards Division personnel (left to right) Tom Wardleigh, Donald Christensen and chief Robert Judd.

retrieve the Dutch Harbor procedures from the wreckage. He then performed the necessary route checks and issued the approval for IFR operations.

Despite those procedures developed at Dutch Harbor, however, it became clear very early that minimum en route altitudes and minimum descent altitudes were too high for safe, reliable winter operations in the Gulf.

In an effort to solve these problems, approval was obtained from Washington Headquarters to lower the en route altitudes over water by incorporating radar altimeter and airborne radar into the procedures. This permitted lowering the minimum en route altitudes to 800 feet. The previous MEAs had frequently subjected helicopters to hazardous icing conditions prevalent at the higher altitudes.

The standard approach minimum provided by the conventional approach procedures, ranging from 400 feet to over 600 feet, did not prove adequate for the low ceilings encountered in the Gulf of Alaska.

Officials of Evergreen Helicopters and ERA Helicopters reported using airborne-radar approach procedures in similar North Sea oil-rig operations.

ration into the picture.

Major problems had to be solved. Although 92 percent of all flights dispatched from mainland bases were getting through, too often trips had to be delayed or canceled because ceiling and visibility at the platforms were too low to permit safe operations.

Aborted missions could prove costly in terms of employee morale, such as stranding crews at the end of tours of duty. And the need for occasional emergency medical evacuation from the steel islands—and this could become a matter of life and death—demanded a better solution. Then there was the specter of icing that had cost the life of many an unwitting Alaskan pilot. This could be minimized by flying closer to the warmer ocean surface, but minimum enroute altitudes (MEAs) initially in effect prevented this.

Special IFR procedures for trips to the drilling rigs constituted part of the solution. These were developed by the Alaskan Region in 1976 for use in helicopter transport between Dutch Harbor in the Aleutian Islands and oil rig sites 100 miles to the north. For the Dutch Harbor operations, a non-directional beacon (NDB) and UHF Tactical

By Warren Runnerstrom

DIRECT LINE



Q I am a GS-13 terminal instructor at the Aeronautical Center. My return rights are to the Rocky Mountain Region. I was recently selected, and notified via teletype, for a GS-12 assistant chief's position in the Western Region. However, this position was offered on a "travel without expense to the government" basis. Because of economic considerations, I was forced to decline the offer. It seems to me that if a person doesn't hold a supervisory position, a selection to a first-line supervisory position, despite the downgrade, would be considered a promotion and would require the agency to be responsible for normal moving expenses. What is the official interpretation of this action?

A The action was quite proper. You were outside the normal bidding area and would not have been eligible to bid except for the internal placement process. Your internal placement request was for a demotion in grade to a location of your choice, so it was considered to be for your personal benefit. As a result, you were not eligible for a move at government expense. Since you had restoration rights to the Rocky Mountain Region, the Western Region had no obligation to pay your moving expenses to southern California. Under the Western Region Career Progression Order, a GS-13 staff specialist is considered comparable to a GS-12 first-line supervisor for bidding purposes. Your next logical progressive step should be to a GS-13 team supervisor or GS-13 assistant chief's position.

Q I have a working model of a device that will help expand the monitoring capabilities of tone-control equipment (VFSS). Previous experience with our suggestion system indicates to me it is lousy—one lost and a good one turned down after three years in the pipeline. How do I get this patented without running into conflict-of-interest? I'll give it away or flush it down the toilet before I submit another suggestion.

A On your question relating to filing a patent application, you may wish to contact your Regional Counsel, after you have read "Employee Inventions," Order

Is there something bugging you? Something you don't understand? Tell it to "Direct Line." We don't want your name unless you want to give it, but we do need to know your region. We want your query, your comment, your idea—with specifics, so that a specific answer can be provided. All will be answered here, in the bulletin-board supplement and/or by mail if you provide an address.

Better two-way communication in "Direct Line" is what it's all about.

OA 3450.2, for answers to any question you may still have. Although the policy of the Airway Facilities Service is to encourage the submission of employee suggestions that benefit the National Aviation System, we recognize that a number of employee suggestions have been lost in the past. As a result, the Airway Facilities Service took steps on Oct. 11, 1974, to assure that suggestions were not lost by instituting an automated data-processing system that accounts for the suggestions directly from the field level. A Code Sheet is prepared by the employee, the original copy of which is sent directly to Washington by the sector office. The automated system is now in place and, to the best of our knowledge, all new and old suggestions are now accounted for and recorded as to status. The automated data-processing system has also permitted management to assure that the suggestion backlog is being reduced. Our present goal is to reduce the backlog to the point where we can feel secure that an employee suggestion will be evaluated and a firm decision made within one year of receipt of the suggestion in Washington. The one-year period may seem excessive; however, the complexity of many technical suggestions and the funding to ensure implementation requires that length of time. In some cases, where extensive testing is required, the time could be even longer.

Q In regard to the FLSA laws, I recently worked three hours overtime. When the pay statement arrived for that particular pay period, it indicated that I only received \$11.19 per hour overtime when my overtime rate is \$13.39. I questioned this and was told that I only worked 79 hours that pay period. I had had a doctor's appointment and took sick leave. It seems that I am being penalized for taking sick leave. Would you please clarify this situation for me?

A A detailed analysis of the salary payment you received isn't possible from the information supplied. We can, however, outline the rules governing salary payments under the Fair Labor Standards Act and the requirements for payment of overtime at true time-and-one-half rates. The \$11.19 overtime rate you were paid is the maximum unless you qualify for "true time and a half" and worked four or more hours overtime in the pay period. Since you worked only three hours overtime in the pay period, you received the legal maximum rate under Title 5 of the U.S. Code. Overtime under the Fair Labor Standards Act is payable after completion of 40 hours actual work in one week and is computed weekly—not by the pay period. If you took one hour of leave in one week and worked three hours overtime in the other week of the pay period, you were paid correctly.

Q The New England Region has a supplement the travel handbook prohibiting reimbursement for per diem expenses incurred when traveling within 35 miles of one's official duty station, even

though the travel was ordered by an authorized approving official. This supplement appears to be contrary to public law and the basic DOT/FAA regulations. Isn't the purpose of the travel regulations to assure equitable reimbursement for expenses incurred while conducting official business? If I'm right, how can travelers in this region obtain retroactive reimbursement for all of the expenses lost since this supplement has been in effect?

A As a result of your query, the region surveyed several regions for their policies on establishment of mileage limits and found that all but one region have established local travel boundaries of from 25 to 40 miles from an employee's official duty station. The DOT official Travel Manual, DOT 1500.6, delegates this authority to the head of the principal office for the area within a particular geographical jurisdiction, and the FAA in its supplement to the Travel Manual delegates this authority to the regional directors. The New England Region supplement to the DOT Travel Manual, 1500.14 NE SUP 2, paragraph 222b(3)-S1, provides reimbursement for any additional subsistence expenses incurred when traveling within the local travel boundaries, defined as any location within 35 miles of the employee's official duty station. For example, the cost of an evening meal would be reimbursable if the employee were required to remain at the temporary duty point beyond normal duty hours. The employee may also be reimbursed for mileage from residence to the temporary duty point and return when detailed within the local travel area.

Q I have asked my Personnel Management Division about my retirement service-period computation, but I got an answer that is not exactly compatible with my thinking or the answer on the sub-

ject in the "Direct Line" column of the May issue of FAA WORLD. On December 30, I will have 35 years, three months and 22 days of service. On that date, I will also have 2,707 hours of sick leave, if I am fortunate enough to remain well. I have calculated this sick leave to be one year (2,080 hours), three months (528 hours) and 12.375 days (99 hours). I believe my service time is the total of 35 years, three months and 22 days, plus one year, three months and 12 days, for a total of 36 years, six months and 44 days, or 36 years and seven months. I lose the 14 days. Personnel Management says that I knock off the 22 days of service time and the 14 days of sick leave time before I add, because they are each less than a month. I feel that if this is true, I am actually losing 44 days. A retiree told me that is correct, for he lost 60 days of sick leave because it was less than a quarter of a year. Who is right? Or, rather, what is right?

A Basically, you are, but not in the figures. The Federal Personnel Manual, Supplement 831-1, Subchapter S14-2, Computation of Annuities, Length of Service, states: "To determine the length of service for annuity computation, add all periods of the employee's service which are creditable, and the period represented by the unused sick leave, then eliminate any fractional part of a month in total service." Based on the information you provided, the following would apply in your case. First, the sick leave of 2,707 hours is converted to full days— $2,707 \div 8 = 338$ full days, the remaining three hours being dropped. These days are then converted to years, months and days, using the "260-Day Work Year Chart" contained in Appendix D of the FPM supplement, which equals one year, three months and 18 days. This amount of time is added to your actual service, which totals as credit for 36 years and seven months. You lose only 10 days.

HEADS UP (continued from back cover)

Bethany, Okla., Tower was Karl W. Power . . . J.T. Stubbs got an assistant chief's spot at the Texarkana, Ark., Tower . . . A successful bidder on an assistant chief's position at the San Angelo, Tex., Tower was Jesse R. Morris . . . James T. Humphries is a new assistant chief at the Little Rock, Ark., FSS . . . Selected as an assistant chief at the Shreveport, La., FSS as its own Charles D. Jones . . . Harry Hood transferred as chief to the Austin, Tex., FSS . . . Arthur D. George moved to chief of the Pine Bluff, Ark., Tower . . . Getting the nod as assistant chief at the

Amarillo, Tex., Tower is James C. Morton . . . James E. Williams got the nod as an assistant chief at the Fort Worth, Tex., Meachum Field Tower . . . Moving up to an assistant chief's post at the Lubbock, Tex., Tower was Kenneth W. Hill . . . Robert D. Johnson, Jr., is a new assistant chief at the Lafayette, La., FSS . . . Selected as an assistant chief at the Monroe, La., Tower was James G. Cole . . . Gary W. Fritz was named an assistant chief for the San Antonio, Tex., FSS.

WESTERN REGION

Fred R. Kelly was selected chief of the

Reno, Nev., FSS . . . Benjamin C. Kennedy got the nod as deputy chief of the Davis-Monthan AFB RAPCON . . . Melvin M. Yoshikami is now Phoenix, Ariz., Sector manager . . . Charles A. Moore was promoted to chief of the Monterey, Calif., Tower . . . The new deputy chief of the Los Angeles FSS is Wilbur G. Schossow . . . Selected as an assistant chief at the Phoenix FSS was Jay N. Olson . . . Richard T. Polk was named an assistant chief at the Tucson, Ariz., Tower . . . William Garber has taken the job of chief of the Santa Rosa, Calif., Tower.

ALBERTA LUCEY (Continued from page 7)

enced it all from no radar to computerized radar, and she has learned it all on the job, like the more-recent metering and profile descent, which completely revised the method of handling arrivals.

"Controllers should have self-confidence, but not to the point of arrogance. They should take their job seriously, and have control over their emotions," said Lucey. "Men show their emotions in different ways . . . mostly blow their stacks or have ulcers.

Women react in the same manner; however, they usually clean up the language. I'm emotional in some things, but not in others," she said. "Emergencies are frightening, but we train ourselves to work the problem, then have our emotional reactions afterwards. Our work becomes hectic at times, but I find it stimulating."

She lives in a fashionable apartment

in Denver, which is a 45-mile drive from the ARTCC in Longmont. She is an avid golfer, but prefers not to disclose her scores. She likes to try new recipes and make planter hangings with macrame.

Taller than most of the men and women she supervises—5'9"—Lucey maintains femininity in her appearance and manner. Her distinguishing mark is a tiny wisp of white hair that she casually brushes back from her forehead.

She said that all during her career, men have treated her just fine. If co-workers disagreed with her, it was not because she was a woman, but as a controller or supervisor.

Lucey is liked by those she supervises and those who supervise her. As one veteran controller put it simply, "Alberta is respected by everyone at the Center."

specialization. "Our work is a continual learning process," said Lucey.

"Nothing remains the same. Aircraft change, aircraft improve, equipment changes radically." She has experi-

WAIT UNTIL DARK . . . Anchorage FSS chief John Bassler reports seeing a bumper sticker on his way to work one day that read: "Air Traffic Controllers Never Have A Good Day!" Maybe so, but we've never met one who didn't claim to have fantastic nights. And remember some of those nights in Alaska are six months long.

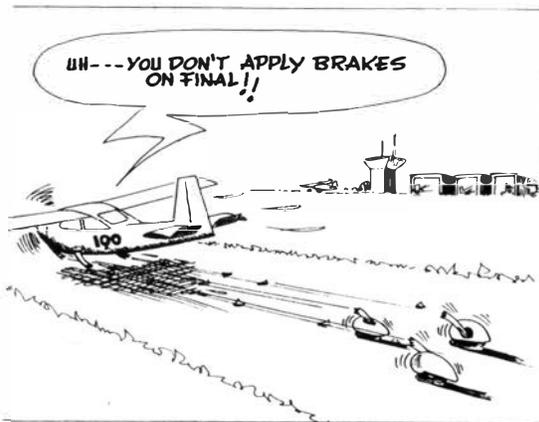
SPEAK NO EVIL . . . A National Air Lines captain has put together a dictionary of aviation terms for the Air Line Pilot magazine that we thought might be of interest to FAAers who fly commercial. Some of the definitions are: Flight Attendant—A cabin crew member who is required to make passengers happy after every other department in the airline has made him angry; Pilot—A person who is so inept at driving that he takes to the air to avoid traffic; Reservations—An airline department that can send more passengers to the gate when the airplane is already full



but cannot send enough meals for the ones already there; and Uniforms—Garments more or less similar by which flight crews are identified with their respective carriers. They are invariably the wrong style, the wrong color and the wrong material, and every other carrier has a better one. We'd never talk about our employer that way. At least we wouldn't commit it to print.

WHEN YOUR HAIR HAS TURNED TO SILVER . . . The good news (for those over 40) is that the "Youth Culture" is dead. All the newsweeklies say so. The bad news is that growing old still isn't any fun. And that comes straight from the scientific literature, as reported by FAA medical researcher Dr. Siegfried Gerathewohl. Take the eyeballs, for example. The ability to focus on objects of varying distance begins to decline very early and drops rapidly between 40 and 50. Even the old depth perception drops off after 45. Moreover, reaction time increases and learning curves plateau and then decline. The motor vehicle accident rate climbs after 45, also. But there's still hope, for Dr. Gerathewohl's report notes that "aging is not a unitary process and that at a given chronological age an individual may appear to be older or younger in the various areas or aspects of aging." In other words, you're only as old as you feel.

Wit and Visuals Make the Point



Cartoonist and AP counselor Floyd Hill points out one of his favorite earthbound safety posters to Western Region accident prevention coordinator Kris Krengel.

The message is the thing, and whatever medium works best to communicate an idea is the one to go with. Floyd E. Hill, who serves up a spoonful of wit with his cartoons to make the accident-prevention message more palatable, has proved this time and again.

A retired vice president from the Crocker Bank in southern California, Hill is a cartoonist and accident-prevention counselor in the Western Region. As a voluntary, unpaid counselor, he contributes a monthly cartoon, "Phlybber," to the region's *Flight Instructor Bulletin*.

Hill discovered his talent accidentally during his service in the Navy in World War II. The training command had a problem—they couldn't get recruits to read the technical manuals. In fact, they couldn't get too many of the old hands to read them, either. Since everybody seemed to have a penchant for comic books, they thought a solution might be to combine

comic books with tech manuals.

Hill turned out one of the original "Comic Tech" manuals. It was so successful that he ended up spending his entire military service with nothing more lethal than a pen in hand, drawing cartoons. He was the artist for "A B Seas," a manual on small-boat handling; "Booby Traps," a manual for demolition teams; "Compound Interest," a manual on cargo handling; and many others.

When the war ended, Hill returned to banking, but cartooning became his avocation—so much so that he left banking in 1947 and spent eight years in advertising and cartooning. In 1955, he returned to banking but continued drawing cartoons for industry. Among them were "Plane Nonsense," an aviation cartoon that some oldtimers may

recognize; safety posters for Transportation Indemnity, specializing in trucking insurance; and programs for Carnation Industries, Southern California Gas, L & T Archer Aviation Insurance and the Ice Cream Merchandising Institute, among others.

A pilot, he soloed in 1936 and owned his own plane prior to the war.

Hill says he used to brag that he was completely self-taught as a cartoonist, but he admits to occasional twinges of envy when he sees the work of Conrad, the political cartoonist in the *Los Angeles Times*. "Sometimes, I wish I had had a little instruction, but I guess it's a bit late now."

By Kris Krengel
WE Accident Prevention Coordinator

FEDERAL NOTEBOOK

REORGANIZATION FLUXES

In the last "Notebook," we noted that the Civil Service Commission was planning to allow downgrading moratoria for two years, which would allow downgrading-protection proposals to become law. Now, CSC Vice Chairman Jule Sugarman has rejected the plan of the Inter-agency Advisory Group and plans to hear requests for delays on an agency-by-agency basis. ■ Legislation to protect employee pay in downgradings was expected to be approved by the House in the first session, but Senate action would carry over into next year. The final bill is likely to be a compromise between Administration and Congressional versions.

BAD DAY IN COURT

Decisions in two District Court discrimination suits are seen as putting a damper on employees' willingness to pursue their rights. In one case, the judge ordered the plaintiff to pay Federal attorneys' fees because the suit was baseless, frivolous and malicious. In the other, while the judge considered the case meritorious, he ordered the losing plaintiff to pay court costs other than attorney fees.

ANOTHER BAD DAY

Another District Court judge rejected a suit by the National Treasury Employees Union that charged Blue Cross-Blue Shield premiums were unreasonable and inequitable and that CSC had failed to set rates reflecting the cost of benefits and to comply with procurement regulations. The judge said he had no jurisdiction to substitute his judgment for that of the commission.

TRAVEL RATES UP

The General Services Administration

has authorized a boost in mileage rates for travel by POV from 15.5 cents per mile to 17 cents per mile and has raised the per diem rates for 17 additional cities, placing them on a high-rate list.

PENSION THREAT

The House Ways and Means Committee's Subcommittee on Social Security unexpectedly voted twice in about a week to phase out the Civil Service Retirement System and place Federal and postal employees under Social Security retirement. The subcommittee termed the action a trial balloon to gauge public reaction, but proposed the action to help bail out the financially troubled Social Security program. The chairman of the subcommittee, Rep. James Burke (Mass), who voted against it, and Rep. Al Ullman (Ore), chairman of the Ways and Means Committee saw no chance of passage this year.

LEGISLATIVE RUNDOWN

The first session of the 95th Congress has closed, but a number of Federal employee bills have progressed to the point where they have a good chance of being acted upon in the second session. HR-10 to overhaul the Hatch Act can be voted on early next year. HR-13, the collective-bargaining bill, hasn't gone far but has a chance next year. HR 6953 on downgrading protection is expected to get action early in the year. HR 2931 to change health insurance standards, which could cut premiums by 5 percent, has already had Senate subcommittee hearings and could be acted on soon. Merit reform, whistleblower protection and the Administration's Executive Management System would need to be pushed to make it next year.

Old wives' tales are silly stories or superstitions which generally have been credited to gossip or idle talk. Some are true; and some not true at all. There are three "old wives' tales" connected with night vision and, like other "old wives' tales," they are not necessarily true or completely wrong.

Wearing dark glasses prior to night flying will help your ability to see at night. This is true, especially under conditions of very bright sun, such as found at the beach. The bright light bleaches out the retina, which may take three days or more to recover. Alcohol, junk foods and physical abuse usually associated with a wild weekend also may contribute to a temporary reduction in night vision effectiveness.

Some people can't see at night as well as others. This is only partially true. Everyone has about the same anatomic equipment and sensitivity for seeing at night. The light-sensitive nerve endings at the back of your eyes consist of cones and rods. Broadly speaking, you see with cones in the daytime and rods at night. And, everyone has the same number of cones and rods and about the same degree of sensitivity.

Effective use of the eyes at night is a technique that must be learned. Most outdoor people do not have trouble seeing at night, because they don't depend entirely on artificial light when they are roughing it in the woods. They have learned the technique of seeing in the dark. On the other hand, people who have become accustomed to using artificial light at night usually are handicapped when they venture out at night because they have not learned these visual techniques adequately.

There are some diseases that may impair night vision but they are rarely encountered. In addition to harming night vision, these diseases ordinarily affect day vision.

Old Wives' Tales and Night Vision

Eating carrots (Vitamin A) will help your night vision. Not necessarily! Tests conducted during World War II proved this "old wives' tale" to be false. Individuals were deprived of Vitamin A in their diets. They suffered all sorts of problems, but the loss of Vitamin A did not measurably affect their ability to see at night. If you like carrots, fine, but don't count on carrots alone to make you a night hawk.

Reprinted from *U.S. Army Aviation Digest*.

Word Search Answer (Puzzle on page 6)





OFFICIAL BUSINESS
PENALTY FOR PRIVATE USE, \$300

Heads Up

ALASKAN REGION

William E. Nelson has moved to the Nome FSS as assistant chief The new Bettles Sector Field Office chief is Kenneth L. Harris ... Transferring to chief of the Cold Bay FSS was Ronald T. Wenstrom Paul W. Gallagher was promoted to manager of the Fairbanks Central Sector Headquarters.

CENTRAL REGION

Now deputy and assistant chief of the Kansas City International Tower is Paul E. Marchbanks ... Orin D. Cooter was selected as deputy and assistant chief at the Wichita, Kan., FSS ... William F. Stringfield has moved on to chief of the Emporia, Kan., FSS ... A new assistant chief at the Des Moines, Iowa, FSS is William J. Mayton ... William E. Preuit moved to chief of the Scottsbluff, Neb., FSS ... Claudius W. Cope transferred into the Sidney FSS as chief ... The Springfield, Mo., Tower has a new assistant chief in William A. Thomas.

EASTERN REGION

New assistant chiefs at the Roanoke, Va., Tower are Joseph B. Bledsoe and James J. Jennings Joe D. Hatcher got the nod as chief of the Huntington, W.Va., FSS ... Coming over to the Griffiss AFB RAPCON as chief is Alfred J. Reale ... Edward A. Stansbury was selected as chief of the Bluefield, W.Va., FSS ... Promoted to an assistant chief's slot at the Lynchburg, Va., Tower was Edgar J. Wright, Jr. A new assistant chief at the Binghamton, N.Y., Tower is Wallace E. Hamel The Wilkes-Barre, Pa., Tower has taken on Otto F. Mattioli, Jr., as a new assistant chief.

GREAT LAKES REGION

The Saginaw, Mich., Tower has three new assistant chiefs: James E. Mackie, Robert W. Clark, Jr., and home-grown Ronald V. Kerkau Robert L. Elliott is a new assistant chief at the Cincinnati FSS Chester L. Swinehart has moved up to chief at the Cleveland EMDO Promoted to assistant chief at the Milwaukee FSS was Louis W. Bajorek Charles R. Chase moved into an assistant chief's slot at the Hibbing, Minn., FSS Walter J. Schmanke, Jr., successfully bid on an assistant chief's job at the Cleveland-Hopkins Tower Promoted to assistant chief at the Rochester, Minn., Tower was Walter W. Mayer Ernest E. Grob was promoted to an assistant chief at the Chicago ARTCC.

NAFEC

Promoted to chief of the Data Engineering and Development Software Engineering Branch was Bernard F. Garbowski The new chief of the Data Engineering and Development Applied Programming Branch is Robert V. Dimeo.

NORTHWEST REGION

Selected as chief of the Walla Walla, Wash., Sector Field Office was Clarence R. Chapman Owen D. Ross has transferred into the Portland, Ore., Tower as deputy chief Richard E. Prang has moved to chief of the McChord AFB RAPCON The new chief of the Boeing Tower in Seattle is Charles A. Crum Ronald E. Stettler is the new Sector Field Office chief at the Condon Long Range Radar Site Michael T. Navarre is now chief of the Wenatchee, Wash., FSS.

ROCKY MOUNTAIN REGION

Roy K. Kamigaki has been selected as an assistant chief at the Denver ARTCC The new chief of the Billings, Mont., Sector Field Office is Clarence F. Quandt New assistant chiefs at the Fargo, N.D., Tower are local Ronald Westby and Francis W. Somersall.

SOUTHERN REGION

James E. Brogden transferred to chief of the Rocky Mount, N.C., FSS The new chief of the Knoxville, Tenn., Downtown Tower is Edward S. Bayne Roy L. Mayfield has been promoted to chief of the Air Carrier Branch in the Flight Standards Division Successful bidder for an assistant chief's slot at the Tampa, Fla., Tower was Charles L. Campbell Elden A. Catt was promoted to assistant chief at the St. Petersburg-Clearwater, Fla., FSS Sammie S. Mogy was selected as an assistant chief for the San Juan, P.R., IFSS William D. Ballance got the nod for assistant chief at the Gainesville, Fla., FSS William S. Meredith takes over the reins of the Valdosta, Ga., Tower Jennings L. Carter has moved to an assistant chief's job at the Fayetteville, N.C., Tower A new assistant chief at the Jacksonville, Fla., ARTCC is Donald V. Schmidt A really big move is being made by Carlisle C. Cook, Jr., deputy chief of the Honolulu ARTCC, to the chief's slot at the San Juan ARTCC Robert M. Wylie has transferred to the Macon, Ga., RAPCON Tower as an assistant chief.

SOUTHWEST REGION

Promoted up to assistant chief at the

(Continued on page 15)