

WORLD

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Screening
Warbirds
to fly again

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Notice to Retirees

Please do not send change-of-address notifications to FAA WORLD in Washington. Such information should be supplied to the public affairs officer in the center or regional office of the region from which you retired from the agency.

The cover: *Arrayed in the desert at Davis-Monthan AFB near Tucson, Ariz., are former Air Force aircraft and engine parts, like these jet-engine combustion chambers, waiting for someone to want to use them again. To help sell this surplus, FAA screens the aircraft to see if they can have another life, as explained in the story on page 15.*

A Positive Obligation

The following has been adapted from a speech by Deputy Administrator Quentin Taylor at the EEO Awards Ceremony on Aug. 26, 1977.

All of us have a positive obligation, indeed we are required by law, Executive Orders and regulations, to provide equal opportunity and affirmative action to assure equal employment opportunity.

Our salaries are paid for by taxes collected from all segments of the American public. That public expects us to hire well-qualified people and train them to carry out the various missions of the agency.

The public also expects FAA to include among its employees a fair representation of the public itself. What does "fair representation" mean? About 18 percent of the American public are members of minority groups, and about half of the total population—non-minorities and minorities—are women. That means that about 60 percent of the total U.S. population is minority or female or both.

But fair representation does *not* mean, for example, that the FAA should have an across-the-board employment goal of 60 percent minorities and women. It does *not* mean, for example, that just because 51 percent of the total U.S. population are women, that 51 percent of the FAA engineers should be women.

What "fair representation" *does* mean is that when we are hiring engineers and want to know what a fair representation of women would be, we should compare the numbers of women and men engineers available in the United States workforce and see if there is a disparity between that percentage and the percentage of engineers in FAA. If so, this is an EEO concern that needs affirmative action.

In this case, we don't just go out and hire the first woman engineer we find and put her in a "make-work" kind of job. Instead, we make sure that women engineering societies and schools are notified of any job openings and that women are made to feel welcome and assured that we will hire from among the best-qualified applicants.

We should do a similar analysis of each FAA occupation. It is only fair and reasonable to have as an employment goal a representation of all our U.S. population, as reflected in their numbers in each occupation in the general U.S. workforce.

We can take further affirmative action by working in schools to encourage school girls who seem interested to take math and science to prepare them for engineering training, and we can engage in college co-op programs to give women students a chance to work at FAA. We have already been doing these, but I think we need to do far more.

When I say equal employment opportunity, I am not using a code phrase for "preferential treatment" or "special placement." I mean by that equal access to all the various benefits of employment—not only hiring, but also performance-improvement counseling, training, promotion, equal pay for equal work of equal difficulty, and so on. In brief, *equal* opportunity, not *different* treatment.

Some people believe that to allow women and minorities equal employment opportunity will lower standards of ex-

(Continued on page 11)

VOLUNTEERS WANTED

Be an FAA Grievance Examiner. Extra work; no extra pay. Fringe benefits intangible, but can be rewarding. Legal training not required but investigative experience helpful. Objectivity essential. For further information, contact

That is the way Dale Kelly, chief of the Programs and Planning Branch of the Southern Region's Airways Facilities Division, would write the ad if he were trying to recruit a replacement, which he isn't. And few of the rest of the agency's 130 grievance examiners would be likely to disagree.

They are the people—all GS-12s or above—who, in addition to their regular work, gather and weigh the facts involved in grievances filed by employees with complaints on matters under control of agency management and who make recommendations on how to resolve them.

The grievances run the gamut from

the interpretation of regulations to the actions of a supervisor—from the employee, for example, who believes he has been unjustly denied a merit promotion to the one who is trying to get his desk moved. But all are taken seriously and treated seriously.

Kelly, who has been a grievance examiner since 1971, says he believes the examiner's role is basically that of a disinterested third party.

"By the time a dispute reaches the grievance stage, it's probably too late to resolve it any other way. There's probably already been too much of a lack of communication on both sides. Then it's time for the third party.

"And the only way to make the process work," Kelly continues, "is to be objective; to look at the facts against the backdrop of the agency policies and procedures that apply and then make your recommendation."

Kelly recalls one case in which a non-smoker objected to working in the same area in which co-workers were smoking.

"I looked at all the facts, including the Surgeon General's report on the effects of smoking on health.

Being an ex-smoker myself, I sympathized with the employee; but I could find nothing, either in the Surgeon General's report or elsewhere, that showed that being in a room where others were smoking was injurious to health. So I had to recommend against the employee."

Kelly says the rewards of the job lie both in the satisfaction of getting to the truth and remaining objective and in fact that "you always learn something.

"There's no way you can avoid it," he continues. "You can't go in blind. You have to go through the file, through the regulations, through the agency directive system. You've got to learn something."

A REWARDING SIDELINE

Lois Delaney, assistant to the Director of the Office of Environmental Quality and a grievance examiner, reviews the hefty file from a single grievance in her pursuit of the whole truth of this complaint.



Grievance examiner Delaney takes notes during an interview requested by a grievant, who was accompanied by his representative.



Ronald Bernstein, a general aviation operations inspector in the General Aviation and Air Carrier Branch of the Northwest Region's Flight Standards Division, also cites the opportunity to learn as one of the biggest rewards of being a grievance examiner.

"The regulations prevent you from handling grievances in your own division, so that you won't be put in the position of having to recommend against one of your supervisors. The only ones you can handle are from other divisions. This gives you the opportunity to learn a lot about what other organizations in the agency do and how they do it."

As an example, he cited a grievance that was filed by an Airways Facilities employee in his region.

"The investigation involved people at all levels," Bernstein recalls, "and I couldn't help but get a pretty good overall picture of what they do in an Airways Facilities Sector."

Bernstein also says that a lack of formal legal training is not a handicap.

"The training the agency gives you before you become an examiner teaches you all you need to know about the legal aspects.

"And I've discovered that the experience I had in investigating accidents when I was chief of the GADO in Eugene, Ore., has been more helpful than legal training. That's because it's the kind of training that teaches you to look at the facts—all the facts—before making any decision."

Another grievance examiner, Lois Delaney, assistant to the Director of the Office of Environmental Quality at Washington Headquarters, sees the

"... the rewards of the job lie both in the satisfaction of getting to the truth and remaining objective ..."

“... the examiner [is] someone who can bring a new perspective to a dispute.”

examiner as someone who can bring “a new perspective” to a dispute.

“People have problems,” she says, “and they need someone who is objective to give them an impartial hearing.”

She says that in a recent case, she interviewed 25 people, in addition to the person who filed the grievance, before being satisfied that she had done as thorough a job as possible.

John Donnelly, a general aviation maintenance specialist in the Southwest Region, says he volunteered to be a grievance examiner “to give people who would otherwise feel locked-in an alternative, to let them know that their problems can be dealt with objectively. “It’s important for them to know that they have this avenue they can travel without retribution or prejudice.”

Donnelly went on to say that “this is particularly vital in disputes between management and an employee.

“These tend to become quite subjective, and neither side is really discussing the actual problem. Then things begin to fester, and there will be a real parting of the ways unless something is done.

“This is where the grievance examiner comes in,” Donnelly says. “He takes an outside look, something like a consultant who doesn’t know any of those involved personally, and calls it as he sees it.

“The key is objectivity. That and being sure that your recommendation, when you make it, has merit and stands on its own.”

The Avenue for Redress

For the FAAer who has a personal job-related difficulty that won’t go away on its own, there is an avenue for seeking relief—the FAA grievance procedure.

The agency wants its employees to be treated fairly and has the machinery to help resolve most dissatisfactions growing out of the job. Among those covered by the grievance procedure are working conditions, job reassignments and relocations, Performance Evaluation Records, merit promotion, relationships with fellow employees, official reprimands and minor adverse actions—that is, those that involve suspensions of 30 days or less.

Logically, informal discussion with your supervisor is the first course of action, for you may be able to resolve the problem . . . and more quickly, at that.

Your grieving to your immediate supervisor—orally or in writing—must occur within 15 days of the event that gave rise to the problem or of the day on which you became aware of the problem. The supervisor will notify you of his or her decision within 10 days.

If you feel that this route has proved unsatisfactory, you may file a written formal grievance under FAA Order 3770.2A.

The formal written grievance, which must be submitted within 10 days of the informal decision, should include:

- The basis for the grievance in sufficient detail and clarity to allow a grievance official to understand the precise nature of the complaint.
- Your decision as to whether you wish to make a personal presentation to the grievance examiner.

- Any written or other evidence needing to be submitted.
- The personal relief desired; however, a request for disciplinary action against another will not be considered as a proper corrective action.

Advice and assistance in connection with the grievance procedure is available from your regional Personnel Management Division.

Your written grievance is submitted to your supervisor who made the informal decision, who, in turn, sends it to a grievance official. The procedure continues as follows:

- The grievance official receiving the complaint will review it and, if possible, resolve it to the employee’s satisfaction. If this proves impossible, he or she will designate an impartial grievance examiner. The grievance official must take action within 10 days of receipt of the grievance.
- The grievance examiner begins the inquiry immediately and is expected to complete the inquiry and make a report back to the grievance official within 30 days.
- The grievance official will then render the grievance decision within 10 days. In cases where the examiner’s report is unacceptable, the case must be referred to the next higher administrative level no later than 10 days after receipt of the grievance examiner’s report.
- Finally, if the latter is the case, the official at the higher administrative level will render a decision and notify the employee of the decision as soon as possible, but no later than 10 days after receiving the grievance.



Forest Service fire-retardant bombers tank up at the base at Redding Municipal Airport for their runs over the fires in the Shasta-Trinity areas of northern California. Photo by Gary Miller

FOREST FIRES!

FAA Helps When It Strikes



Reno, Nev., controllers at the Chester, Calif., Airport were cheek-by-jowl with the fire bombers in their temporary tower aboard a Forest Service flat-bed truck.

Natural disasters—cold, drought, floods and fires—have been striking with increasing frequency across the country, wreaking havoc with homes, businesses and jobs.

Their impact on the FAA and FAA personnel is often the same as for others—closed facilities, damage and stranding. Unlike many others, however, FAA is impacted indirectly, as well, because of the importance of aviation and FAA's services at such times.

During the forest fires that razed hundreds of thousands of acres the length of California this past summer, causing an estimated \$85 million damage, FAA was called upon to manage the flow of U.S. Forest Service air traffic engaged in fighting the fires. While the Forest Service and the California Department of Forestry had to respond to more than 700 fires in the two-week period beginning July 25, the most devastating fires began on August 1 from dry lightning storms, and the fires leap-frogged for weeks from one woodland to another.

At Paso Robles Airport, halfway be-

tween San Francisco and Los Angeles, where it's normally one commercial prop airliner and general-aviation traffic daily, the initial chore in providing services for 13 to 18 Forest Service aircraft fell to the flight service station. In the 18 days of the emergency brought about by the Big Sur fire 75 miles away, the FSS logged 1,686 airport advisories, 2,015 pilot briefings and 3,810 aircraft contacts. Among the specialists working this support were Phil Raybon, George Olsen, Dave Coulthard, Andy Davie and Walter Conley.

The fire-retardant operations by the so-called Borate Bombers of the Forest Service Air Attack Squadron had increased traffic to the point where tower service became necessary. While helping on three other fires, the Oakland ARTCC coordinated setting up a temporary tower at Paso Robles on August 8. Controllers from the Oakland and Fresno Towers were flown in on Forest Service contract aircraft to operate a temporary tower atop the FSS and AF Sector Field Office building.



Oakland Tower controllers Karen Rowe and Paul Sutter do a stint on the roof of the Paso Robles FSS guiding fire bombers fighting the Big Sur fire in the Monterey area.

Photo by Dee Ruze



The Big Sur VORTAC had company. National Guard trucks used to haul equipment for the Big Sur fire parked on the mountaintop.

Photo by Dee Ruzek



When the temperature hit 105 in Paso Robles, Fresno Tower controller Gerald Beardsley was prepared to do his job in comfort.

ATCSs Karen Rowe and Paul Sutter of Oakland set up shop initially with one transceiver, wind and altimeter indicators and a beach umbrella and began 13-hour tours of duty. On August 10, they were relieved by Fresno personnel, which included Gerald Beardsley, Harold Cannon, Bob Inwiddie, Bill Dyal, John Engler and John Sheppard.

The Paso Robles and Fresno AF Sectors serviced the FSS with tower and had to rush in a pair of transceivers, a light gun and two locally-made antennas when the tower's original equipment began to fail.

On the western rim of this fire, the Big Sur VORTAC counterpoise site played host to Forest Service operations, resulting in an administrative shutdown of the VOR. The mountaintop served as a helicopter pad, truck depot and fire camp headquarters.

In the Shasta-Trinity area of northern California, the fires were at Pondosa, Scarface and Horr's Corner, and the temporary towers were at Chester—manned by Charles Evans, Joseph Steinmetz and Laurence Martin of the Reno, Nev., Tower, plus relief by Arnold Johnson of the Marysville Tower—and Bieber and Fort Jones, manned by personnel from the Redding Tower. Here again, the Oakland ARTCC coordinated.

At Chester, the tower was a Forest Service flat-bed truck, and the equipment was supplied by the Red Bluff AF Sector as an emergency kit. Here, too, controllers put in 13 1/2-hour days.

Redding Municipal Airport and Fox Field near Lancaster (north of Los Angeles) are fire tanker air bases designed to handle the recurrent forest fires in California. As a result, in addition to their service at temporary towers, Redding controllers Ron Davidson, Hans DeWinter, Harry Hicks, Dave Farschman and Boyd Madsen faced a large boost in operations of tanker aircraft and helicopters on their own turf. At Fox Field, where FAA has a tower, FSS and AF Sector, the fire base is being revamped in its fuel-and-fire-retardant-loading operations to cut turn-around time by two-thirds.

Behind the scenes is another aspect of FAA's response to emergencies. When temporary towers go into operation, communications frequencies are needed. Western Region's Frequency Management Staff works out and assigns these, as well as those required by the Forest Service. (See story on page 10).

The staff assigned a permanent 50 kHz channel for the Forest Service's initial attack. Other frequencies for aircraft making fire-retardant drops are made quickly on request because of the advance planning done by the staff and despite the shortage of frequencies. To help speed the response to requests, each staff engineer has a detailed map at home showing which additional frequencies can be used in which geographical area.

During last summer's fires, 12 frequencies were being used simultaneously in northern California. Adding

to the complexity of the job was the fact that many of the aircraft drafted to fight these fires carried 90-channel equipment rather than the 360 channels normally required under Forest Service contracts and requested by FAA. Despite these limitations, the Frequency Management Staff worked out assignments quickly.

The United States' first line of defense in all kinds of disasters is in the air, and FAA continues to prove its readiness to meet these critical needs.

A Forest Service helicopter airlifts supplies for some of the 2,000 fire-fighters trying to stem northern California blazes.

Photo by Redding Record-Searchlight



For saving the life of a person trapped on the second floor of a burning apartment building, Flying Cloud Airport controller John D. Heille of Eden Prairie, Minn., was presented the Award for Valor by Mr. Adams.



Secretary Adams presents the Award for Valor medal and plaque to James G. Davis (left), FAA Representative to Frankfurt, for his courage in co-piloting an FAA plane in the Beirut emergency air evacuation. Administrator Langhorne Bond added his congratulations to each FAA award recipient.



Gordon D. Gunn, electronics technician in Miles City, Mont., is pinned with the Award for Valor for his efforts in rescuing a survivor from a burning crashed aircraft.

Similarly, Patrick L. Booth, Miles City, Mont., controller, was given the Award for Valor for rescuing a student pilot from the burning wreckage of an airplane.

THE PRIDE OF THE AGENCY

At the Tenth Annual Department of Transportation Awards Program in October, DOT Secretary Brock Adams presented the Award for Valor to nine members of the Department—all FAA employees—and the Silver Medal for Meritorious Achievement, among whose recipients were five FAAers.

Here are the honored few at the ceremonies of whom the agency has cause to be proud. Not present at the presentation were Award for Valor winner John H. Tompkins, aircraft and engine mechanic in Frankfurt, Germany, who acted as a flight engineer in the evacuation of FAA and embassy personnel from Beirut, Lebanon, under fire; and Silver Medal winner Bill J. Howard, Albuquerque, N.M., area coordinator and airports program manager, recognized for his work in airport system development.



Admiring his Award for Valor plaque is Benjamin Voss, principal operations inspector in Shreveport, La., who merited the award for his courage in freeing two men who had contacted a high-tension line.

White Plains, N.Y., controller Carl M. Rodgers displayed outstanding courage when he entered a burning apartment building to arouse third- and fourth-floor sleeping residents and lead them to safety, for which he received the Secretary's Award for Valor.



George F. Puskarich, airspace system inspection pilot in Frankfurt, Germany, was cited for his courage in piloting an FAA aircraft during the Beirut emergency air evacuation. He, too, received the Award for Valor.

Richard P. Skully, Director of the Flight Standards Service, is pinned with the Silver Medal for his leadership in safety programs.





For his leadership in developing intermodal planning and in gaining support for a Federal state planning agreement, Robert J. Baldwin, chief of the Alaskan Region Planning Staff, was presented the Silver Medal Award for Meritorious Achievement.



Secretary Adams pins the Silver Medal on the chest of Warren C. Sharp, Director of the Airway Facilities Service, for his leadership in raising increased productivity, efficiency and economy in the installation and maintenance of the airspace system.



Alaskan pipeline coordinator Bud Stanley Selteneich was awarded the Silver Medal for Meritorious Achievement for his efforts in promoting an unparalleled aviation safety record during pipeline construction.

William R. Wink, NAVAIDS technician-in-depth in Wilkes-Barre, Pa., shakes hands with the Secretary on his receipt of the Award for Valor for pulling an unconscious pilot from the cockpit of a crashed airplane.



Acclaim for Valor

"Helping someone who is in distress is in itself a commendable action, but it takes a special kind of courage to help someone when it places your own life in danger"

Hubert H. Humphrey

Not every controller receives a letter of such high praise from a U.S. Senator and former Vice President, but not every controller is a lifesaver like Jack Heille of Flying Cloud Airport in Eden Prairie, Minn.

One of the men who received the Secretary's Award for Valor (see facing page), Heille displays the quick-thinking and quick-acting disciplines of the successful air traffic control specialist. But Heille says, "It's just my nature to watch for the unusual and make sure I'm prepared to take the appropriate action."

The award and the kudo from Senator Humphrey were for his rescue of an 83-year-old woman from the second-story window of a burning St. Paul, Minn., apartment building. He carried the woman across his back and down a ladder to safety. His heroics also earned him a special commendation from the St. Paul Police Department.

"I knew anyone inside needed help immediately," said Heille, who happened upon the burning building while out driving with a friend. He started to run to a store to call the fire department but passed that chore to someone else when he noticed black smoke belching out of the windows.

The dense smoke blocked his entrance through the front door, so he ran around to the back where he found a man backing down a ladder. "He apparently had inhaled too much smoke and had to turn back," noted Heille.

"I went up the ladder and yelled into the second-story window, 'If anyone is



It's a somewhat singed, "smoked" and stunned Jack Heille only moments after his rescue of a woman from a burning building.

in here, come to the back window! I couldn't see much through the heat and smoke, but I sensed a movement, reached in the room and pulled a woman out of the window," he concluded.

This was not his first save. While working his way through college as a summer lifeguard, he swam out in the lake where he was serving and rescued a drowning teenage girl, administering 20 minutes of mouth-to-mouth resuscitation before an ambulance arrived.

More recently, Heille helped avert another tragedy at a party aboard a boat on a lake. One of the party-goers had trouble while swimming, and he jumped in to pull out the distressed woman.

His alertness is evidenced in his work, too. Last year, Heille received a Special Achievement Award from the agency for his fast action in preventing gear-up landings by two pilots.

A commercial pilot with instrument and multi-engine ratings, Heille joined the agency in 1969 at the Minneapolis ARTCC after working as a corporate pilot.

With all this acclaim there was one recognition he cherished the most. "My eldest son, David, 12, was at the fire scene during the rescue," Heille related, "and the look of pride on his face was all the reward a father ever needs."

By W.E. Holsberg, Jr.

In a sense, it's like trying to slice a pie an infinite number of times. But, of course, assigning a frequency is quite a bit more complicated than merely pulling out a number between two other numbers, yet it has to be done quickly. There is a continuing need to provide radar and communications frequencies for special projects and emergencies, such as was the case during California's forest fires last summer. (See story on page 6.)

A call to John Kemper, chief of Western Region's Frequency Management and Leased Communications Staff, asks, "What frequency would be available tomorrow to operate a high-

Which Frequency Can I Use?

Kemper's job and that of other Frequency Management Staffs around the country is to insure that the radars are separated by frequency spectrum and the radar beacons by pulse repetition rate (PRR) and geographic location. Assigning radio/radar frequencies to various users within a radiated-signal area is a technically involved matter. When such units are operating at or near the same frequency or in harmonic relationship—that is, in multiples of the basic frequency, they can and do cause interference with each other.

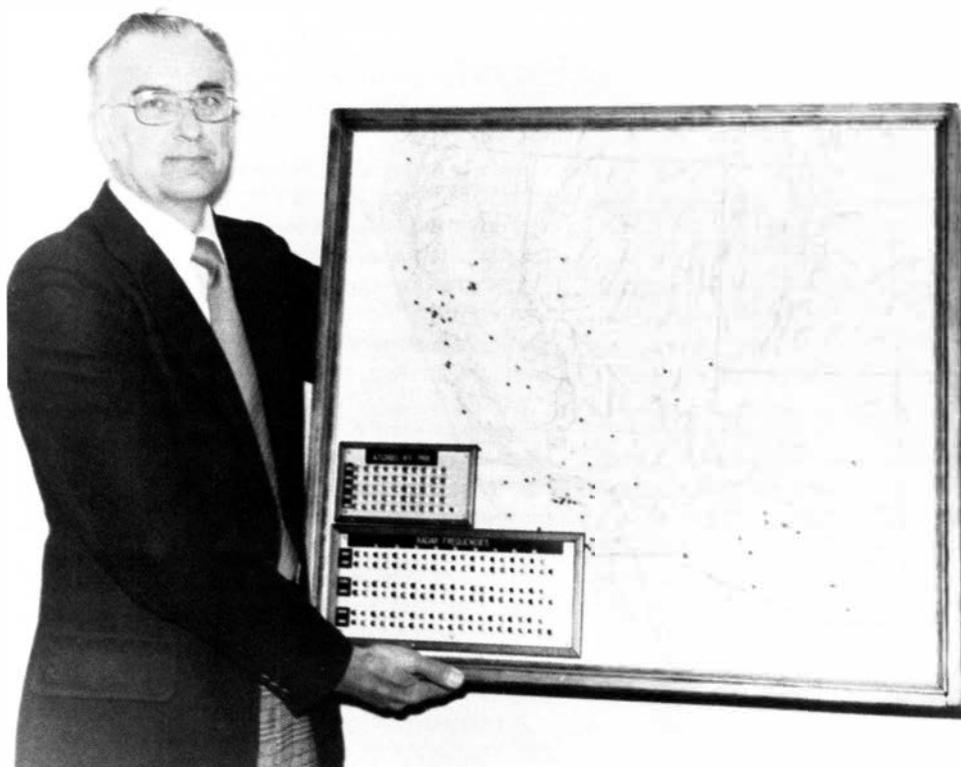
Frequency data is available from a computer program designed by the staff, but that's on paper, and Kemper wanted a more graphic display to help make quicker and more accurate frequency and PRR assignments.

In his spare time over a period of months, Kemper devised an illuminated map display, using a standard National Oceanic & Atmospheric Administration VFR area map of the three-state region, glued to a plywood base and framed. Small light bulbs were placed at each radar location in the region, color-coded to identify the frequency band. Red bulbs indicate military radar; blue, a civilian unit, usually a manufacturer; yellow, an FAA unit; and green, other Federal agencies.

Two keyboards operate the lights, one for radar frequencies and one for beacon PRRs. Multiple assignments at a single location are handled by a single bulb with a simple logic circuit.

In short order, by depressing the color-coded buttons, a staff member can inform a caller where a radar unit could be installed and its geographic limits and can make a specific frequency assignment without causing conflicts. By surveying a radar frequency and its location—its isolation by distance or behind mountain barriers—the staff member can assure an operational clear channel. At present, the map displays 500 radar frequencies or beacon PRRs.

This visual "fix" has helped keep the Frequency Management Staff on top of its job of providing quick service in responding to pressing needs in the airspace system.



powered portable radar unit in the southern portion of the Mojave Desert?" The caller points out that the radar transmitter is already aboard a truck enroute to that location.

Kemper receives that kind of request from FAA, the military, industry, manufacturers and other government agencies, since FAA has been deleg-

ated the frequency management authority for all radar and radar-beacon units in the aeronautical bands throughout the country. That delegation comes from the Interdepartment Radio Advisory Committee, which is to Federal agencies what the Federal Communications Commission is to non-Federal users.

By Bob Huber

WORD SEARCH

By ATCSs Ernie Cantu, L. Arlene Ayers and Jandy Nafziger, Ephrata, Wash., FSS

We have a tough one for you this month, consisting of words, abbreviations and acronyms from flight service station activities.

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 67 words can be found. Circle those that you do find and cross them off the list. The acronym "TWEB" has been circled to get you started. When you give up, the answers may be found on page 19.



- | | |
|------------------|------------------------|
| ACCAS | EFAS |
| ACSL | ETA |
| AIRMET | FLIGHT PLAN |
| AIRPORT ADVISORY | FLIGHT SERVICE STATION |
| ALNOT | FPNO |
| ATCS | FREQUENCY |
| BAROGRAPH | FROPA |
| BAROMETER | GMT |
| BASES | HYGROMETER |
| BDIS | ICE |
| BINOVIC | INFLIGHT |
| BKN | IFR |
| BROADCAST | INREQ |
| CEILOMETER | LOG |
| CIRRUS | MONITOR |
| CLOUDS | MVFR |
| COUNTER | NAATS |
| CUMULUS | NFDC |
| DOT | NOTAM |

- | | |
|----------------|---------------------|
| NWS | ROTATING BEACON |
| OBSCURATION | SAR |
| OVC | SCT |
| PILOT BRIEFING | SERVICE |
| PIREP | SIGMET |
| POLL | TCU |
| PREFLIGHT | TELETYPE |
| QALQ | TOPS |
| RAREP | TSTM |
| RNAV | TURBULENCE |
| | TWEB |
| | UPDATE |
| | VFR |
| | VHF |
| | VISIBILITY |
| | VNR |
| | VOR ORIENTATION |
| | WATCH |
| | WEATHER OBSERVATION |

A POSITIVE OBLIGATION From page 2

cellence. I do not agree. Other people, including many minorities and women themselves, believe that we *should* lower standards to give women and minorities EEO. I don't agree with these people, either. Some of them have their hearts in the right place but just have a low opinion of the capabilities of women and minorities. EEO does not lower standards; it only lowers barriers.

All supervisors in all Federal agencies have EEO as one of their major job assignments. FAA shall tell supervisors what EEO performance we expect. As a first step, we are in the process of making a total change in the EEO segment of the supervisory initial training at the Management Training School. The new emphasis will focus on the EEO obligations of supervisors in direct relation to the various EEO laws, orders, and regulations. We are also exploring the possibility of using the same material as a one-day refresher course in EEO for experienced supervisors.

Of course, telling supervisors what we expect in the way of EEO performance is of no value unless we provide for measurement of their EEO performance in some objective

manner. All FAA supervisors must receive a rating at least once each year on their performance, including their performance in implementing EEO. These evaluations must be based on clearly defined performance standards. During fiscal 1978, the Department of Transportation and the FAA Office of Personnel and Training will issue new directives concerning performance evaluations, including EEO performance of supervisors.

As you know, within-grade salary increases have become so routine throughout the government that employees have come to regard them as an automatic "right." In fact, they are neither automatic nor a right. I am reminding all second-line supervisors and managers that EEO performance of supervisors must be of an acceptable level of competence to merit an increase—not just adequate for retention on the job—before a within-grade increase should be authorized.

Guidelines for evaluating supervisors' EEO performance are also to be used for deciding which supervisors should be given awards, including quality increases. We are going to be monitoring quality increases more carefully to assure their compliance with EEO performance standards.

FACES and PLACES



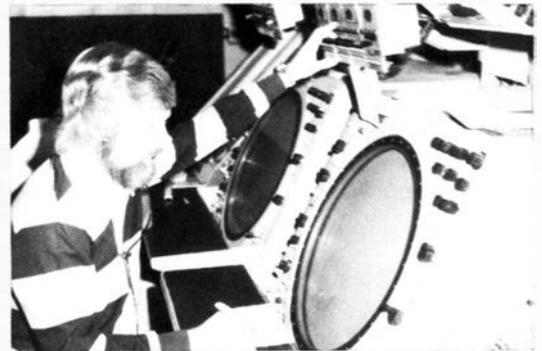
LAST MISSION—Honolulu Flight Inspection Group crewmembers (left to right) George Hiatt, Wes Dunning and Walter Wasierski pause for a moment with Nan-36, the Pacific-Asia Region's last DC-3 after they completed her last flight-inspection. Nan-36, which was born as a Navy passenger transport in 1945, has been declared surplus after nearly 20 years in FAA service.



or Dick Dodge in mufti as groundbreaking ceremonies at FB Field, as public affairs prospector. Rocky Moun-



INTERNATIONAL COOPERATION—NAFEC Deputy Director Joseph M. Del Balzo chats with M. Kuznetsov, director of the USSR's Ministry of Civil Aviation, who visited the U.S. to see developments in aviation safety in navigation and ATC.



NOVEL STINT—This past summer, Edwards AFB RAPCON controller Rick Chisholm made the first radar and radio contact with the NASA space shuttle as it landed at Edwards following its separation from its 747 mothership on which it had ridden piggyback.

Photo by Kenneth A. Graeb, Jr., USAF



ANOTHER PAIR OF WINGS—Central Region Director C.R. Melugin, Jr., becomes the first recipient of stylized pilot's wings in the region's new Pilot Proficiency Program. General Aviation Air Carrier Branch chief Joe Gaul makes the presentation, as public affairs officer Joe Frets and Air Traffic Division chief Bob Davison wait their turn.



TOP TOWER—ATCS Larry Mick accepts a Facility of the Year plaque for the Dallas-Fort Worth Tower from Southwest Region Director Henry L. Newman (left). Participating in the ceremonies were tower chief Harold Doebler (right) and Richard Failor, chief of the region's Air Traffic Division.

Heads Up

ALASKAN REGION

Neil L. Fisher has transferred in as chief of the Fairbanks Central Sector Field Office, coming from the Rocky Mountain Region.

CENTRAL REGION

Taking an assistant chief's slot at the Sioux City, Iowa, Tower is **Ronald L. Rubin** of the St. Louis Tower ... Stepping up to an assistant chief's position at the Kansas City International Airport Tower is **John C. Minshull** ... **Michael D. Paul** transferred from the St. Louis Tower to the Eppley Omaha, Neb., Tower as an assistant chief ... And Kansas City International's **Ronald W. Jablonski, Sr.**, moved into an assistant chief's post at the Cedar Rapids, Iowa, Tower.

EASTERN REGION

Ralph Andrew Assalone of the Dubois, Pa., AF Sector has transferred into the Norfolk, Va., Sector Field Office as chief ... **Hugh R. Brady** was promoted to chief of the Harrisburg, Pa., Engineering and Manufacturing District Office ... **Duayne J. Orner** now has an assistant chief's slot at the JFK International Tower ... **John A. McDermott** is now an assistant chief at the Atlantic City, N.J., Tower.

GREAT LAKES REGION

Moving over from chief of the Detroit FSS to chief of the West Chicago FSS is **Ronald E. Funk** ... **Roger S. Langdon** has moved into the field as an assistant chief at the Toledo Tower in Swanton, Ohio ... The Youngstown, Ohio, Tower now has an assistant chief in **Albert A. Smulik** ... Taking over as chief of the Des Plaines, Ill., EMDO is **Henry J. Hartmann** ... Selected as chief of the Ypsilanti, Mich., Air Carrier District Office was **Joseph Block** ... **Robert R. June** of the Detroit Metro Tower was named an assistant chief of the Pontiac, Mich., Tower ... **William D. Gratzke** was boosted to assistant chief at the

Champaign, Ill., Tower ... Getting the nod as chief of the Indianapolis EMDO was **James R. Smith** ... **Paul R. Bivens** has transferred from chief of the Ypsilanti, Mich., Flight Standards District Office to chief of the Ypsilanti General Aviation District Office.

PACIFIC-ASIA REGION

Donald J. Polito has moved out from Washington to be chief of the Honolulu FSS ... Taking an inter-island promotion from chief of the Maui, Hawaii, Combined Station/Tower to assistant chief of the Honolulu Tower is **William A. Lawless** ... **Albert E. Suter, Jr.**, left Headquarters to become deputy chief of the Honolulu Tower.

ROCKY MOUNTAIN REGION

Now holding down an assistant chief's slot at the Colorado Springs Tower is **Walter C. Olinger** ... **Paul C. Andes** is now an assistant chief at the Arapahoe County, Colo., Airport Tower ... Named an assistant chief at the Salt Lake City, Utah, Tower was **Clarence C. Wuthrich**.

SOUTHERN REGION

Santa Barbara, Calif., FSS assistant chief **Herschel Gillins** has been promoted to assistant chief at the San Juan, Puerto Rico, International FSS ... **Claudie B. Sheffield** was promoted to assistant chief at the Balboa, Canal Zone, IFSS ... Selected as chief of the Tuscaloosa, Ala., FSS was **Harry W. King** of the Valdosta, Ga., FSS ... **Robert I. Mathews** has taken an assistant chief's spot at the Lexington, Ky., Tower ... Assistant chief **Max Ehinger, Jr.**, has been selected as chief at the Balboa, C.Z., IFSS ... Transferring in as an assistant chief at the Augusta, Ga., Tower is **Jerry K. Gulledge** of the Charleston, S.C., Tower ... Red Bluff, Calif., FSS's **Edward P. Bradley** was named to an assistant chief's post at the San Juan IFSS ... **Milton M. Roddy** has accepted an assistant chief's slot at the Rocky Mount, N.C., FSS ... The new chief of the Myrtle Beach, N.C., Tower is **Robert L. Welch, Jr.**, of the Raleigh, N.C., Tower.

SOUTHWEST REGION

Chief **Ephraim H. Johnson** of the McAllen, Tex., Tower has been promoted to assistant chief at the El Paso, Tex., Tower ... **Harold R. Johnson**, an assistant chief at the San Antonio, Tex., FSS, has been selected as chief of the Gage, Okla., FSS ... The chief of the Ardmore, Okla., Tower, **James L. Moore**, has been chosen as the chief of the Baton Rouge, La., Tower.

WESTERN REGION

The Chico, Calif., Tower's chief, **Albert N. Riedel**, was named chief of the Montgomery Field Tower in San Diego ... **Joseph J. Pelzel**, chief of the Montague, Calif., FSS, has transferred as chief of the Marysville, Calif. FSS ... **Billy D. Mooney** of the McClellan AFB RAPCON was selected as an assistant chief of the Tucson, Ariz., Tower ... Las Vegas, Nev. Tower's **Robert O. Mikes, Jr.**, is the new chief there ... **Jack R. Cunningham** is now an assistant chief at the El Monte, Calif., Tower ... **Thaddeus G. Szydlo**, who hailed from the Brackett Tower in La Verne, Calif., is now chief of the Riverside, Calif., Tower ... The San Jose, Calif., Municipal Tower has a new assistant chief in **James E. McClenahan**, of the Oakland, Calif., TRACON ... **Bruce N. Hamaker** of the Miramar, Calif., NAS RATCC was selected for an assistant chief at the Brown Field Tower in San Diego ... Burbank, Calif., Tower has given up **William H. Kruschke** to the Hawthorne, Calif., Tower as a new assistant chief ... **Edward C. Arri** of the Oakland TRACON was named deputy chief of that facility ... **Edward L. Couch**, chief of the Pendleton, Ore., Tower, was promoted to chief of the El Monte, Calif., Tower ... **Kermit W. Clark** is now the assistant manager in the Phoenix, Ariz., AF Sector Office ... **Louise C. Long** was advanced from assistant chief at the Tucson, Ariz., FSS to assistant chief at the Phoenix FSS ... **Harry G. Nicholson** now has the slot as chief of the Modesto, Calif., Tower ... Burbank, Calif., Tower controller **Gerald L. Reinitz** was selected for an assistant chief's post just up the coast at the Oxnard, Calif. Tower.

The C-54 had seen better days. At one time it had been a carpeted Air Force VIP aircraft. Now—stripped of its carpeting and other amenities, an engine cowling missing on one side, and an engine missing on the other—it was sitting there along with thousands of other surplus military aircraft while a team of FAA inspectors evaluated its chances of ever making it in civilian life.

If the chances are good, it can be sold for reconditioning into a flyable aircraft, or as a source of parts for other aircraft. And this can mean money in the bank for the government—as much as \$200,000 in the case of a C-54.

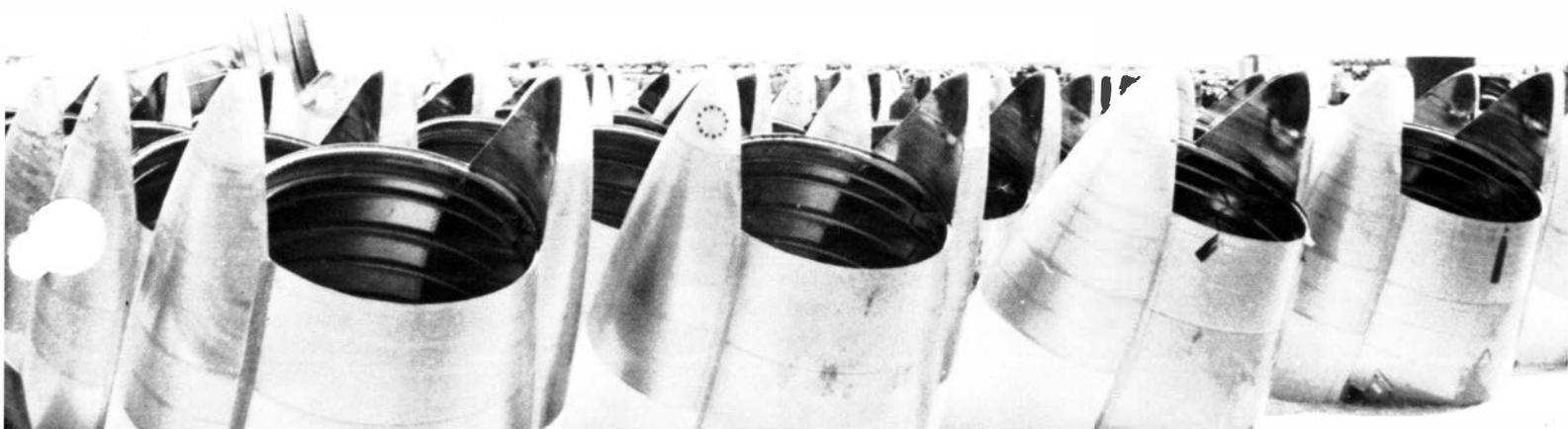
That was why the FAA inspectors, fortified by a keg of ice water against the dehydrating heat of the desert, were at Davis-Monthan Air Force Base near Tucson, Ariz.—to check over the C-54 and 66 other surplus military



The trio of inspectors walk around a worse-for-wear C-54, which is missing its data plate.

SCREENING WARBIRDS TO FLY AGAIN

Like so many rockets buried in the sand from some apocalyptic war are these jet exhaust nozzles arrayed in the desert near Tucson, Ariz.



aircraft that the Defense Department would like to sell for civilian use.

The 67 aircraft represented only a small portion of the nearly 5,000 surplus military aircraft at the base, where a combination of low humidity and an alkaline soil makes it possible to store them outdoors with a minimum of corrosion.

But they were the only ones the FAA inspectors were concerned with, because they were all military versions of civilian aircraft and, as such, were the most likely to have FAA Type Certificates. And without such Type Certificates, they can't qualify for civilian use.

But even those that have Type Certificates can't become candidates for civilian use unless they have a good chance of qualifying for standard FAA Airworthiness Certificates. And the agency inspectors—Ray Bauer, from the Quality Standards staff of the Flight Standards Service at Headquarters; Ron Wojner, a manufacturing inspector from the Great Lakes Region; and Chet Milner, a manufacturing inspector from the Southwest Region—had to render an expert opinion on each aircraft's chances of getting one.

The job took a week and involved not only a physical inspection of each aircraft, but also a check of its maintenance, repair and other records. The physical inspection determined the aircraft's general condition, and the records check showed what if anything had, or had not, been done to the aircraft during its career in the military that might make it ineligible for an Airworthiness Certificate.

Since the records could be reviewed indoors, the inspectors saved that for the afternoons when the desert was at its hottest; the physical checks were done in the morning when the sun is still climbing in the desert sky.

All 67 aircraft had been checked by FAA inspectors before and found



Ray Bauer looks over the cannibalized cockpit of a C-54 to evaluate its airworthiness possibilities for civilian use.

wanting. In each case, there was a lack of adequate records or the manufacturer's data plate—an aircraft's equivalent of a birth certificate—was missing, or both.

Still the Defense Property Disposal Service of the Defense Logistics Agency—the agency responsible for getting as much money as possible for the surplus aircraft—wasn't ready to throw in the towel. They provided records specialists from the Air Force and the Navy in the hope they could locate the records that could be the key to turning a Government liability into a Government asset.

So Bauer, Wojner and Milner went to work, fully aware that in the past rattlesnakes, owls, Black Widow spiders and other forms of wildlife had taken refuge in the aircraft and invoked the "territorial imperative" when threatened by intruders.

But this time, the most menacing wildlife encountered by the inspectors were some industrious Prairie Dogs, scurrying from burrow to burrow, and an occasional Jack Rabbit, bounding across the desert floor.

The C-54, which is the military equivalent of the DC-4, was built in 1944 and had accumulated 17,676 hours of flying time over 30 years before being put into storage at the base early in 1974. Because of the aircraft's missing engine and other missing parts, Bauer described its condition as "fair to poor." But this doesn't mean, he continued, that a buyer could not be found for it.

"The engine and the other missing parts can be replaced," Bauer said. "If so, it would be hard to distinguish it from one listed as in good condition!"

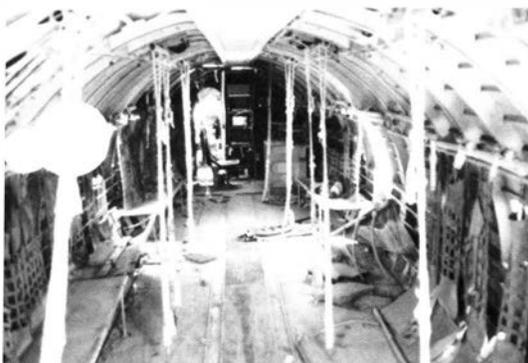


Great Lakes inspector Ron Wojner leans out of the cockpit of a dismantled C-46 to check the condition of the pilot's window.

But other problems remained. For example, the data plate was missing, apparently chiseled off by the crew as a souvenir before the C-54 was put into storage, and there were inadequate records.

The latter was cleared up that afternoon when the Air Force specialists were able to produce records on the aircraft from some dusty file that had heretofore been unavailable. These enabled the inspectors to reconstruct the aircraft's service history, to determine that nothing was done to it that shouldn't have been done and that nothing that should have been done was left undone.

There still was the missing data plate, however. Bauer used the birth certificate comparison to explain the vital role played by the data plate in establishing identity. It shows, among



The interior of a surplus C-46.



other things, the make of the aircraft, the model and, above all, the number of the Type Certificate and the number of the Production Certificate.

"This is proof that the aircraft was designed to FAA specifications and manufactured according to FAA standards and can, as long as the records are adequate, qualify as a candidate for an Airworthiness Certificate," Bauer explained.

Even so, a missing data plate doesn't always mean that all is lost, Bauer said. "If the records are adequate, the manufacturer in many cases can retrace the history of the aircraft and issue a duplicate data plate. "If we have that, we can go ahead and list the aircraft as having a potential for getting an Airworthiness Certificate."

Bauer made it clear, however, that that is as far as they will go. "We don't guarantee that it will get an Airworthiness Certificate. All we're saying is that in our opinion it has a chance of getting one. Anyone who buys one of these aircraft and reconditions it still has to prove to the satisfaction of the FAA Engineering and Manufacturing District Office that the aircraft is safe to fly. It is strictly a buyer-beware proposition."

As a result of the re-inspection, and mainly because of the additional records provided by the Air Force and Navy specialists, 28 of the 67 aircraft were taken out of the no-chance-for-certification column and listed as having a chance for certification.

Taking notes on the physical condition of a surplus UH-34 helicopter are (left to right) inspectors Chet Milner, Southwest; Ray Bauer, Headquarters; and Ron Wojner, Great Lakes.



Flowering in the desert like strange cacti are combustion chambers from jet engines stored at Davis-Monthan AFB.

While the disposition of the others remained unchanged, 27 of those were turned down only because of missing data plates. The Defense Property Disposal Service is expected to try to obtain duplicate data plates for these aircraft, and some of them could yet wind up as potential candidates for Airworthiness Certificates.

The screening program began in May 1973, and, since that time, FAA inspectors have screened a total of 2,106 aircraft. Of these, 1,307 have been judged to have a potential for qualifying for Airworthiness Certificates and sale for civilian use.

And what happens to those that don't get the nod? Most are still sitting out there in the desert like storm-grounded birds waiting for the sky to clear. It costs next to nothing to keep them there and there's always a chance that a foreign buyer can be found.

By Fred Farrar

Could See Us Now!

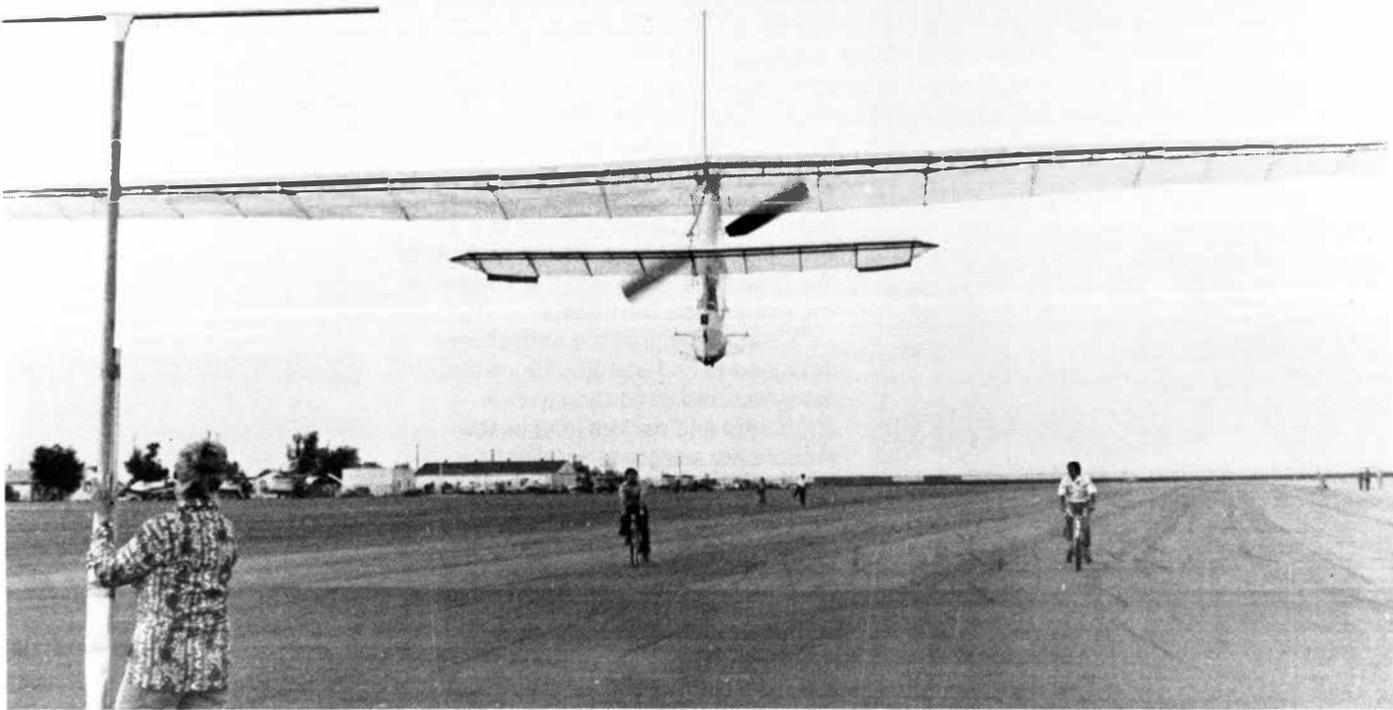


Photo by Liz Snyder, *The Bakersfield Californian*

The only thing unusual about this scene is that this wingy homebuilt is not a glider and has no engine. It is the "Gossamer Condor"—the world's first successful human-powered aircraft.

It is also the world's slowest prop-driven airplane, has the lightest wing loading in history and has amassed more flight time than all other human-powered aircraft combined.

On September 30 this year, the Royal Aeronautical Society of Great Britain accepted the claim to its £50,000 sterling (\$86,000) prize by Dr. Paul MacCready and the Gossamer Condor. On August 23, his fragile and diaphanous plane had satisfied the requirement for unassisted takeoff and sustained flight in a figure-eight pattern around two pylons half a mile apart, with a minimum altitude of 10 feet at the beginning and end. In fact, the Gossamer Condor was airborne for 7 minutes and 27.5 seconds over Shafter Airport near Bakersfield, Calif.—more than a minute longer than needed to complete the course. It traveled 1.35 miles through the air at a speed between 10 and 11 mph.

Designed by MacCready and Dr. Peter Lissaman, an engineer in MacCready's company, AeroVironment, the plane has a wingspan of 96 feet, a length of 30 feet from its forward stabilizer to the propeller and a height of 18 feet from the bottom of the gondola to the top of its wing brace. It weighs 70 pounds empty,

and its total lifting area gives it a wing loading of 0.25 pounds per square foot. It was built by Vern Oldershaw of Bakersfield and flown for the money by bicyclist Bryan Allen.

Its construction materials are not very exotic: aluminum tubing, balsa wood and corrugated paper, supported by piano wire and nylon cord and covered with transparent Mylar and Styrofoam sheet held in place with plastic tape.

In flying the Gossamer Condor, Bryan Allen sat in a semi-reclining position, his legs operating a simple and efficient bicycle-pedal-and-chain transmission to the new-design propeller. One hand operated a control "cane" whose up and down motion tilted the stabilizer. Rotating the handle moved ailerons on the stabilizer for small turns. For larger turns, Allen operated another lever, which twisted the wing tips.

MacCready decided to tackle the project and pursue the prize in July 1976. By September, his first Gossamer Condor had gotten off the ground. By Christmas, one of his sons had made a 40-second flight. By that historic day in August, the plane had evolved through a dozen different versions and had undergone 400 flight tests.

Now that the goal of Icarus and Da Vinci has been achieved, it is likely that the Gossamer Condor will take its place alongside other milestones of flight in the National Air and Space Museum.

DIRECT LINE



Q Please interpret Handbook 3750.4, page 42 (126), which states in part, "...an employee may not accept a gift from an employee receiving less money than himself," and Part 99 DOT Regulation 99.735-9—Gifts, Entertainment and Favors (c) "No employee may ... accept a gift from an employee receiving less pay than himself." Does this apply to facility chiefs? Two stenographers recently transferred as controllers to this facility and lost no time in presenting the chief with gifts, one even before her entry on duty, which puts the rest of the staff in an embarrassing situation. He had no hesitancy in accepting the gifts. Should the rest of us resort to giving the teacher an apple?

A According to regulations, on certain occasions, it is permissible for a supervisor to accept gifts of "nominal value" from an employee making less pay than himself (DOT 99.735-9(d)). Even if within the regulations, however, it can be an embarrassing situation for others and not a desirable practice. Since we do know the specifics of the situation you described, we cannot judge whether the facility chief was out of line in accepting gifts from the new employees. If you wish to pursue this matter further, you could seek further advice from your regional counsel.

Q I was stationed at a tower in Michigan between 1974 and 1976. During the first year, the daily logs were thrown away. The 10 controllers who were there at that time are wondering what will be done about the FLSA overtime for facilities that did not keep the records as instructed. Since this is not our fault, what type of reimbursement, if any, will be made? If it's decided not to pay us anything for this time, do we have any recourse? I would also like to ask about excused absences—some facilities are not recording this time. For example: If I come to work at 2:45 and sign in then for a 3:00 shift, and my supervisor says I can leave and sign out at 10:45, this is a 15-minute excused absence. A couple of facilities are not putting down any FLSA for this, while others are. Which is correct?

A Final instructions and criteria for computing and paying retroactive Fair Labor Standards Act (FLSA) overtime earned during the period of May 1, 1974, through July 3, 1976, have been issued to regional and center directors. An effective date for completion of payments was not established by the agency. Included in these instructions is a statement that each region/center shall establish the best method for properly recording overtime that was worked during the retroactive period. The agency is committed to pay all nonexempt employees for FLSA overtime performed between the above dates. Therefore, if after retroactive payments are made for the period of time in

question, you feel the agency is in violation of the Act, you have a right to file a complaint directly with the Civil Service Commission. The law also establishes the right of an employee to bring action in a U.S. District Court directly or after having received the CSC decision on an FLSA complaint. On the second matter, an excused absence is not credited as hours worked for FLSA overtime purposes. Under FLSA, an employee must actually work in excess of 40 hours in a week before having any FLSA overtime-pay entitlement. Agency instructions on the FLSA retroactive payments state that employees shall be paid for every minute of FLSA overtime work performed during the retroactive period. The agency has also issued specific instructions on scheduling work and on recording time worked. These instructions became effective July 4, 1976. Agency instructions in Order 3550.10, Appendix 10, require that overtime work must be scheduled and paid in increments of six minutes. The current procedure for recording time and attendance is contained in Order 2730.6A. These instructions apply to all FAA employees. For air-traffic employees, Order 7210.3D, Para. 52, states that supervisors are responsible for ensuring that specialists accurately complete the facility form that is used for signing on and off duty and for time and attendance recording. It also states that "personnel shall not sign on earlier than or begin to work in advance of their officially determined tour of duty."

Word Search Answer (Puzzle on page 11)

Y	R	O	S	I	V	D	A	T	R	O	P	R	I	A	S	A	C	C	A
N	O	I	T	A	T	S	E	C	I	V	R	E	S	T	H	G	I	L	F
T	P	N	O	I	T	A	V	R	E	S	B	O	R	E	H	T	A	E	W
E	N	I	Q	B	S	B	O	B	S	C	U	R	A	T	I	O	N	A	T
M	A	N	L	E	D	A	Y	T	I	L	I	B	I	S	I	V	T	O	Q
R	L	C	V	O	R	I	H	P	A	R	G	O	R	A	B	C	N	A	U
I	P	M	T	S	T	N	S	A	F	E	P	V	T	C	H	L	L	N	N
A	T	N	K	B	L	B	I	T	A	E	S	O	E	D	A	Q	G	O	L
T	H	G	I	L	F	E	R	P	R	F	E	R	M	A	S	S	C	R	E
E	G	A	O	H	S	A	S	I	P	O	S	O	G	O	P	A	A	N	P
C	I	P	V	C	R	P	P	N	E	R	A	R	I	R	E	R	N	V	Y
N	L	O	T	E	E	S	O	T	E	F	B	I	S	B	A	E	Y	R	T
E	F	R	P	O	T	W	A	T	T	V	I	E	G	E	S	T	C	E	E
L	N	F	S	C	E	W	N	A	C	D	F	N	N	C	S	E	N	T	L
U	I	E	U	L	M	U	E	V	S	O	I	T	G	I	U	M	E	E	E
B	S	T	R	S	O	T	O	B	T	T	N	A	R	V	L	O	U	M	T
R	C	A	R	C	L	N	O	T	A	M	V	T	I	R	U	R	Q	O	R
U	T	D	I	A	I	G	M	T	A	A	A	I	C	E	M	G	E	R	F
T	A	P	C	B	E	F	O	E	N	W	S	O	E	S	U	Y	R	A	V
S	D	U	O	L	C	R	R	O	T	I	N	O	M	C	H	F	B	M	

If the Smithsonian's Air and Space Museum ever decides to install live exhibits, it might want to reserve a space for Henri Keyzer-Andre. For Keyzer-Andre, who retired earlier this year from the Flight Standards Service at Headquarters, was very much a part of what the museum is all about.

In the early days of commercial aviation, Keyzer-Andre was deeply involved as a pilot, an engineer, airport land buyer, route mapper and diplomat without portfolio. He also knew and worked with such legendary aviation pioneers as Amelia Earhart, Laura Engalls, Howard Hughes and Charles Lindbergh.

Keyzer-Andre, who was born in The Netherlands and whose father was that country's ambassador to Portugal, Spain, Belgium and France, came to this country when he was 14 and attended the Virginia Polytechnical Institute, the University of Miami and the Massachusetts Institute of Technology. His major was engineering, and he had given little thought to aviation as a career.

Then love triggered his love for flying.

It was in 1929, and the woman to whom he was engaged owned a Waco biplane. Although his father had forbidden anyone in his family to fly, his fiancée was very persuasive and within a short time had taught him the rudiments of flying.

But after a sudden illness, she died, and her family insisted on giving him the airplane. He decided to fly the plane from Boston to Miami and finally made it 12 days later after encountering weather that scared him half to death. After his nerves had settled, he learned to fly properly and got a license to prove it.

Armed with his college diplomas, a tool kit and his pilot's ticket, he went to

THE LIFE AND TIMES OF AN AVIATION DIPLOMAT



work for Pan American Airways in Miami in 1930, which had only three airplanes there. However, he began not as a pilot or as an engineer but as a janitor. But he eventually worked his way up, first as an engineer and later as a pilot.

In 1931, he met and became friends with Lindbergh. He helped convert Lindbergh's single-engine Lockheed "Sirius" monoplane into a seaplane and install other safety features to prepare it for Lindbergh's historic Pan Am survey flight to Asia and China, via the great northern circle route. Lindbergh's wife, Anne, who accompanied him on the flight, wrote a book about their experiences, "North to the Orient," and sent Keyzer-Andre an autographed copy.

A year or two later, while Keyzer-Andre was still working in Pan Am's Miami maintenance shops, Howard Hughes walked in. He told Keyzer-Andre that he intended to win the upcoming Miami air races and asked him what he could do to help increase his chances. Keyzer-Andre finally

came up with what he called a "Maximizer Kit" to boost his plane's speed, and the young millionaire won the race.

Keyzer-Andre also developed a number of special safety items for Laura Engalls' Lockheed "Vega" for her upcoming flight around South America. He recalls that her concerned father, a Congressman, called him so many times that he barely had time to complete the job before Engalls took off. "In fact," he says, "I still had a wrench in my hand when she cranked up the engine."

In the Spring of 1937, he was charged with making special modifications on Amelia Earhart's Lockheed "Electra" in preparation for what turned out to be her last flight. Besides engineering various redundant safety items on the Electra's engines, he also ordered the plane to be clear-lacquered to reduce skin friction on the plane's outside surfaces. This increased its speed by 15 mph, according to Keyzer-Andre. He recalls that prior to her takeoff, he

shook hands with Earhart and her copilot, and she kissed him farewell. That was the last time he saw her. She disappeared on July 2, 1937, during a leg of her flight from New Guinea to Howland Island in the Pacific.

Meanwhile, Keyzer-Andre had become a good friend of William P. MacCracken, a Pan Am vice president, later the Assistant Secretary of Commerce for Aeronautics. MacCracken offered him the chance to fly sight-seers over the Chicago Worlds Fair grounds at \$5 a head. It was boring flying circles all day, but Keyzer-Andre soon logged enough air time to check out as a Pan Am captain.

Because of his command of languages (he speaks 13 fluently), Pan Am's management decided to use him for foreign planning operations, particularly in airport land acquisitions and recruiting local people to operate Pan Am's far flung network of bases.

It was pleasant work, Keyzer-Andre recalls, but demanding. Not many commercial activities were as intricate as international airline operations. It was particularly true in the early days of Pan Am, Keyzer-Andre says, because the airline was considered to be an instrument of American foreign policy. "and all of us had to be scrupulously careful about our work and our actions, socially and professionally, on foreign soil."

In the fall of 1933, after Lindbergh's successful trip to China, Harold Bixby, the backer of Lindbergh's electrifying flight to Paris in 1927, bought some stock in a small Chinese airline and wanted to open some new routes. Bixby tagged Keyzer-Andre for the job.

Since Pan Am was already negotiating for round-the-world routes via Alaska, across the Aleutians to Siberia, it wasn't difficult for Bixby to

arrange for Keyzer-Andre to survey proposed China National Airways routes for him as well. So Keyzer-Andre traveled across Siberia by rail and took pictures of every flat place he could find near large cities on which airports could be built.

In June 1934, Keyzer-Andre was sent to Baltimore to work on Pan Am's new Glenn Martin M-130 "China Clipper" N14716. The \$417,000 plane was a giant by the standards of its day, he recalls. Its exciting new features were flush rivets, sea wings, no pontoons, plus powerful new Pratt & Whitney engines that permitted the clipper the then astonishing cruising speed of 130 mph.

Only three M-130s were built—the China Clipper, the Hawaii Clipper and the Philippine Clipper. Keyzer-Andre was slated to be copilot on the first test flight to Manila aboard the Philippine Clipper. But the assignment was cancelled. Instead, he was ordered to fly Andre Kostelanetz and his wife, Lily Pons, on a special tour of South America. The Philippine Clipper and its crew disappeared without a trace somewhere between Guam and Manila on its maiden flight.

In 1937, Keyzer-Andre was sent to the Boeing plant in Seattle to assist in the engineering effort on Boeing's new Giant Seaplane, the B-314.

For the next three years, Keyzer-Andre flew various Pan Am routes in South America and handled numerous airline diplomatic missions. For example, when Brazilian government officials insisted that engines and parts removed from an airplane on Brazilian territory automatically belonged to the government, it nearly halted airline operations. It took a lot of talk and fancy diplomatic footwork, but eventually Keyzer-Andre worked out an agreement specifying that the equipment would become government property only if an engine or other parts touched the floor. "Needless to say," he commented, "our mechanics became expert jugglers."

As many new routes and airports were being developed, the company

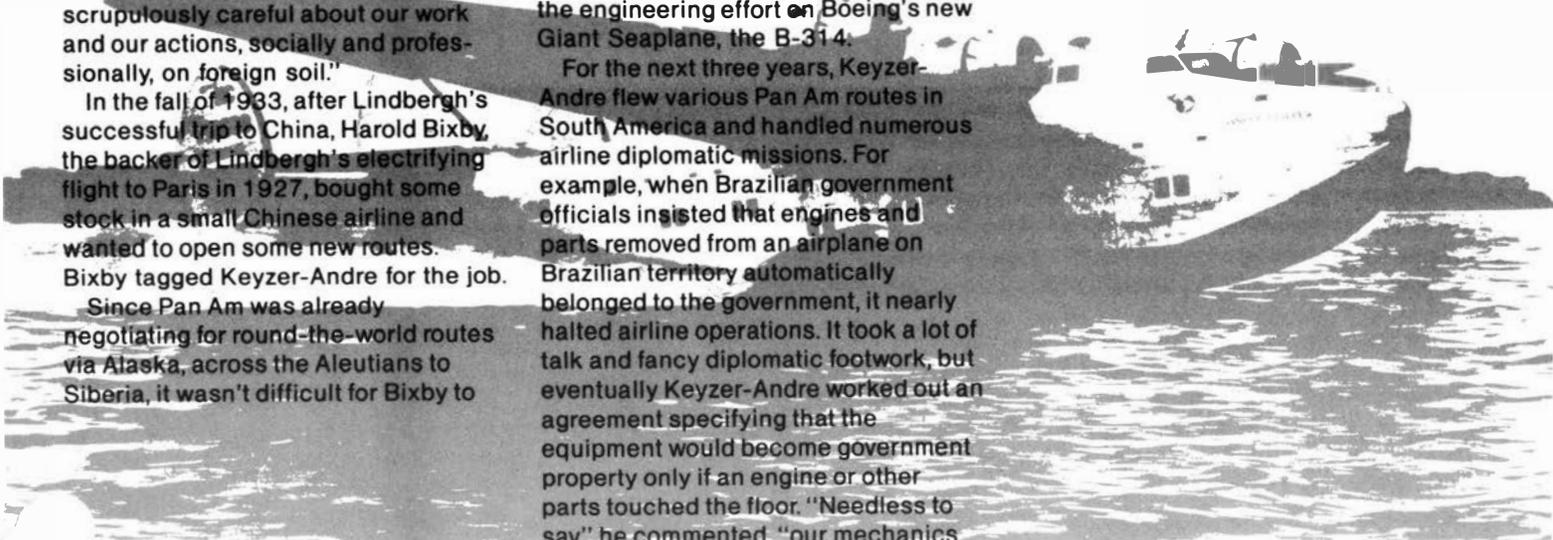
found itself alarmingly short on communications. Again, Keyzer-Andre's South American language and diplomatic skills were pressed into service. His delicate task was to convince several wary governments that the radio equipment would be used only for airline business and not against any government.

Another of Keyzer-Andre's duties was to cultivate goodwill by every means possible. This included flying many mercy flights during disasters, delivering emergency supplies or evacuating refugees. And Pan Am also named many of its larger aircraft after Latin American presidents.

In 1942, Keyzer-Andre was named Pan Am's Superintendent of Operations and Maintenance for South America and the Caribbean Islands.

"We had a wonderful group in Pan Am," he recalls, "and it was interesting to work with so many people from so many different countries." However, sometimes it was a problem, he commented. For example, Juan Trippe, long time president of Pan Am, once decided that all technical functions and instructions for servicing an airplane should be printed in the various languages of South America. It cost \$500,000 to do the job.

Theoretically, the plan was excellent.



From a practical point of view, it was something less. Unfortunately, most of the South American maintenance people who handled the planes couldn't read or write, and Keyzer-Andre told Trippe it was a poor idea. The comment did not particularly enchant Juan Trippe. Despite their long friendship, the fiery Trippe sternly said, "If you can't get me another system that will work down there within six weeks, you are fired!!"

Keyzer-Andre found the answer that evening while watching a friend's baby playing with colored beads in its crib. "It occurred to me that color was the solution. So I set up a whole new system, assigning each man a certain color. Then we painted a half of a square on the plane where each man was to work and the other half square on the replacement item that fit it. The idea was to match the squares. It worked perfectly. Everyone, including Juan Trippe, was satisfied and so was I. I still had a job!"

In 1948, Keyzer-Andre left Pan Am and went to work for the Civil

Aeronautics Administration. Assigned to TWA, he spent eight years helping it solve some of its engineering and maintenance problems. He also helped check out flight engineers and pilots in the Lockheed 1649 "Constellation" for TWA's European routes.

Later, he was assigned to help Japan Airlines in its transition to jet operations. What he didn't know until later, he recalls, was that an important part of the job was to discourage the Japanese from buying Russian planes. The necessary discouragement, he says, was provided at a reasonable cost by refinery friends who unaccountably stopped making a special fuel required by the Russian jets.

In 1962, Keyzer-Andre returned to Washington and to FAA's Flight Standards Service. He's led a more sedentary life for the past 15 years, spending his time in regulatory matters—primarily rules writing.

What is he going to do now that he's retired? "Lecture," he says, "and possibly write a book or two."

FAA's Henri Keyzer-Andre writing the rules.



NO BUSINESS LIKE SHOW BUSINESS

... In 1936, the world-famous entertainer Harry Richman decided to surpass the Lindberghs, the Byrds and the Earharts by being the first to fly the Atlantic both ways. But he was a very cautious man. To protect himself and his co-pilot in the event of a forced landing at sea, he stuffed 50,000 ping-pong balls into the aircraft fuselage, theorizing that they would keep the whole operation afloat until help arrived. Fortunately, for him, the theory was never tested, and he survived two emergency landings on dry ground to complete his record-setting round trip. "Small World" was reminded of this historic flight by a recent incident in the Ft. Lauderdale area. The promoters of a rock concert there dropped 6,000 ping-pong balls from a low-flying airplane along the beaches of Dade and Broward Counties. Now the FAA is upset because the airplane viol-



ated minimum altitude and other safety regulations; the Federal Communications Commission is displeased with a Ft. Lauderdale radio station that plugged the dangerous stunt beforehand; and local jurisdictions would like to get their hands on the operator for littering. We bet even Old Trooper Harry Richman would have disapproved.

COCKTAILS FOR TWO ... The bride and groom wanted the marriage ceremony to be "small and simple but something we would always remember." So they

charted a light twin, hired a pilot and tied the knot while flying 5,000 feet above the bride's hometown of Beckley, W. Va. But the pilot remained singularly unimpressed by the entire affair. According to news accounts, he shook hands with the newlyweds while keeping his eyes straight ahead. And he declined an offer of champagne citing FAA regulations that prohibit pilots from imbibing on the job. We haven't read anything this encouraging in years!

AND BABY MAKES THREE ... The airline cockpit was an exclusively male bastion for longer than most women pilots care to remember. But things are changing. You better believe it. We note—without comment—that one of the agenda items at a recent operations forum sponsored by the Air Transport Association of America was "Pregnant Airline Pilots."

FEDERAL NOTEBOOK

RETIREMENT THREAT POSTPONED

Attempts to include Federal employees under the Social Security retirement system were blocked overwhelmingly in a House floor vote. Under the Ways and Means Committee proposal, mandatory coverage would take place in 1982, but in the meantime a study would be conducted to find out how to do it. Dual payments to the two systems would have been required, and annuitants would receive two checks that merely supplemented each other. The amendment that was approved requires a two-year study and deleted the provision for coverage of public employees. ■ Both the House and Senate have voted to lift mandatory retirement ages, but differences in the bills will require a conference early next year. Among other differences, the House bill would lift the age-70 limit on Federal employees, while the Senate would retain it. Both bills except air traffic controllers. ■ The House Post Office and Civil Service Committee has cleared a bill that would subject retirement annuities to state court divorce decrees, providing divorced spouses with a share in Federal employees annuities.

THE CHANGING PAY SCENE

A task force of the Federal Personnel Management Project that studied the Federal pay system is recommending that * the General Schedule be split to account for differences between clerical/technical and professional/managerial workers * the total compensation package, including benefits, be considered in setting pay * within-grade steps be less automatic, that they be withheld for poor perform-

ance. The task force's goal was "to make the total system more like the private sector."

■ Meanwhile, the Federal Employees Pay Council is reported to be working amicably on 1978 comparability, agreeing to a timetable for discussing: * the time lag between pay surveys and raises * inclusion of private-industry bonuses in computing pay * taking into account private industry's shorter workweeks * an increase in the variety of jobs surveyed. ■ The House failed to second a bill that would have made Congressional raises effective only in the Congress following the one in which a raise is voted. It also would have depoliticized votes on Federal employee comparability raises. ■ The House has passed a bill that would require agencies to withhold local taxes from the pay of employees who work outside the towns in which they reside. ■ The U.S. Court of Claims has upheld the constitutionality of the Dual Compensation Act in requiring partial forfeiture of retired pay for Regular officers when working in civilian Federal jobs. ■ CSC Chairman Alan Campbell has expressed support for the rank-in-person concept for higher grades in which the employee retains his grade regardless of job or assignment. ■ The bill to protect Federal employees in no-fault downgradings cleared by the House Post Office and Civil Service Committee still has the full House and the Senate to go through, so it will likely take several more months to pass.

HATCH IS ANOTHER HOLDOVER

The Hatch Act reform bill, which passed the House, has had only hearings on the Senate side.

DEPARTMENT OF TRANSPORTATION

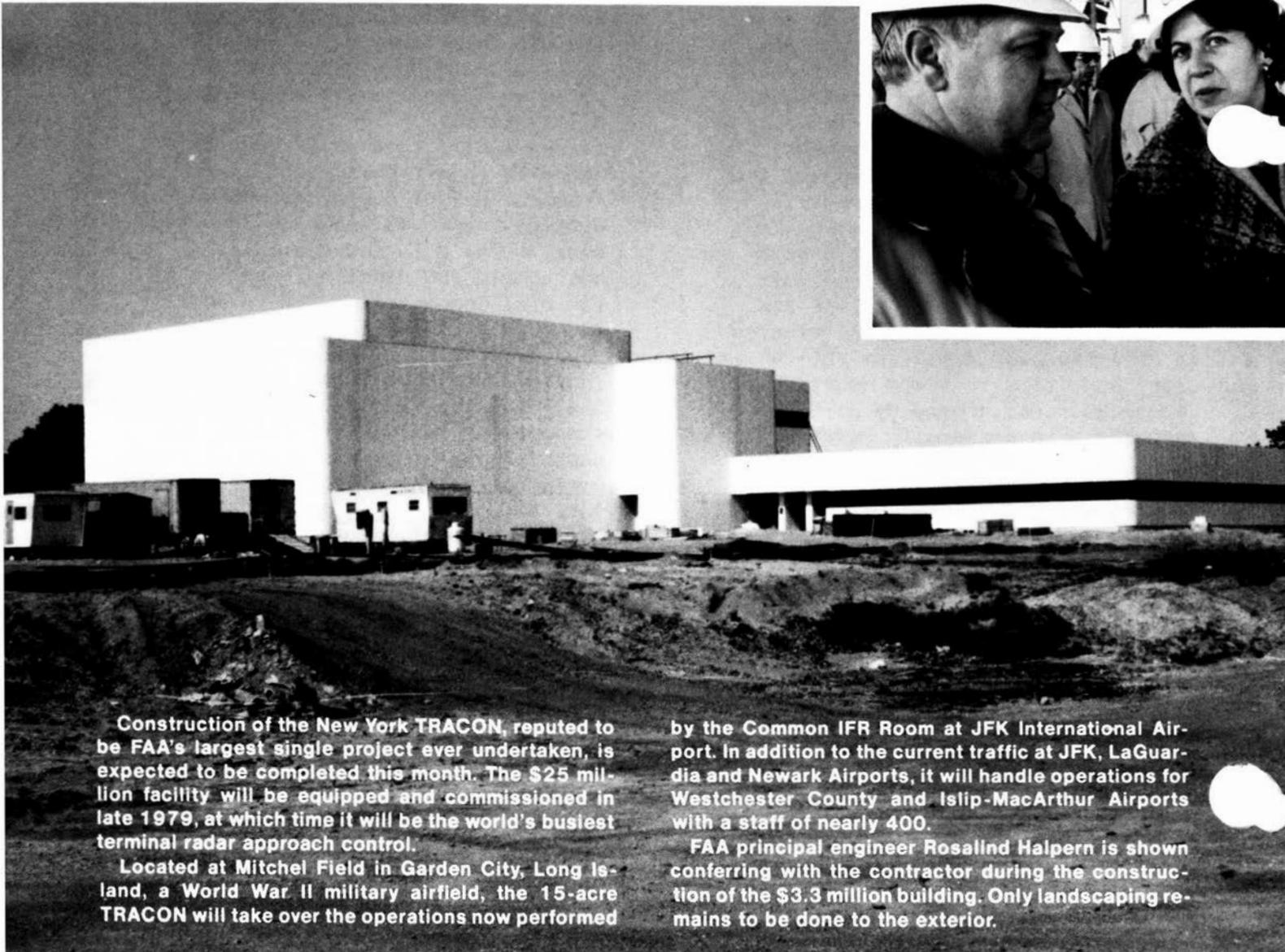
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Construction of the New York TRACON, reputed to be FAA's largest single project ever undertaken, is expected to be completed this month. The \$25 million facility will be equipped and commissioned in late 1979, at which time it will be the world's busiest terminal radar approach control.

Located at Mitchel Field in Garden City, Long Island, a World War II military airfield, the 15-acre TRACON will take over the operations now performed

by the Common IFR Room at JFK International Airport. In addition to the current traffic at JFK, LaGuardia and Newark Airports, it will handle operations for Westchester County and Islip-MacArthur Airports with a staff of nearly 400.

FAA principal engineer Rosalind Halpern is shown conferring with the contractor during the construction of the \$3.3 million building. Only landscaping remains to be done to the exterior.