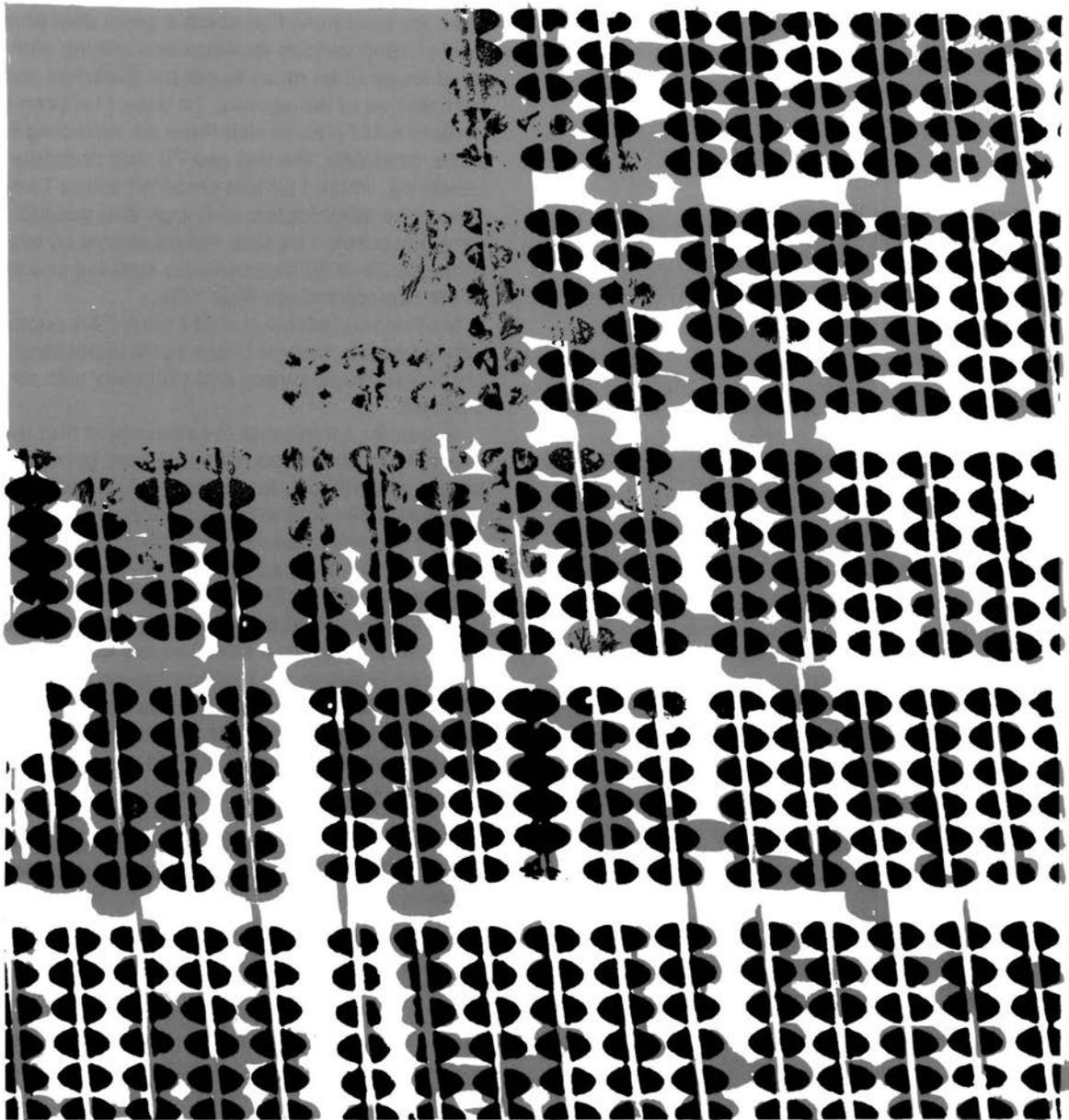


# **FOR WORLD**

May 1978



**The Solar Solution**

# FAA WORLD

May 1978

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**Front cover:** We have entered the solar age in which the limitless supply of energy from the sun may soon provide us with inexpensive, safe, non-polluting and decentralized power. As the story on page 7 reveals, FAA is already into solar power.

## Bond Seeks Well-Managed FAA

**Q.** You've said that your initial months in office have been a "learning process" primarily. Could you tell us what you've learned about the agency and its people in your first year in office?

**A.** As you know, I've spent a great deal of time in the field visiting various facilities and talking with employees at all levels in an effort to get the broadest possible perspective of the agency. To date, I've been in 19 centers and I plan to visit them all, including the Canal Zone. Ironically, the last one I'll visit probably will be Leesburg, which I almost could hit with a Two Iron from downtown Washington, although that would be a pretty strong two iron. I've also visited almost 50 towers, probably 25 or 30 flight service stations and every one of the regions except New York.

My first impression is that I think FAA people do a very good job. I never cease to be impressed by the precision and accuracy and reliability with which they perform.

Secondly, I think that the equipment that the FAA provides to do the job is overall very good and getting better. Specifically, it is very much in contrast to the circumstances that were evident perhaps 10 years ago, when I last was exposed in some depth to what the FAA used. Clearly, the passage of the Airport and Airway Act, the creation of the Trust Fund and the renewed consciousness that more equipment was needed has had a very, very good effect on our ability to do the job.

So, on balance, my feelings are extremely positive. There's still a lot that needs to be done, I might hasten to say, in the equipment field. We are just launching a modernization program for flight service stations, for example. When that's completed, it is going to give flight service facilities the same excellence as is available in most terminal radar facilities and centers. That will be very gratifying, because our flight service specialists deserve better equipment than they now have.

**Q.** What do you consider your or the agency's major achievements during your first year in office? One that comes immediately to mind is settling the PATCO contract.

**A.** I think that it's an achievement for both the controller and FAA. We have demonstrated that the



Collective-bargaining process will work and will arrive, in a peaceful way, at a solution that everybody can be reasonably content with. As you know, there were a lot of predictions that it couldn't be done.

The relationship with PATCO has been a very stormy one over the years, fueled, I think, in the beginning, by the FAA's—or the government's—not providing good facilities for our people and letting the problem get ahead of the solution. But we're catching up with it on all fronts. I think that what we've done is kind of a model for other federal employee unions. I feel good about that.

We also have spent an enormous amount of time on Concorde. It's been a very political issue. But we've come up with a fair rulemaking proposal—one that preserves the local option to exclude aircraft and still provides equity for the French and British who have built an airplane that essentially conformed to prevailing noise standards at the time it was designed.

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**“I believe in accountability. I believe in it for my subordinates and I believe in it for myself as well.”**

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The controversy has fairly well subsided as people have realized that there are, after all, only nine Concorde in the entire world and that we are able to operate them

at times when people are not asleep or excessively bothered by their presence.

Moreover, in the case of Kennedy Airport, we have been able to put the noise mostly over the water, rather than over neighborhoods. So, I feel that is something we can look back to with some sense of satisfaction.

We recently published a whole new set of proposed regulations pertaining to the strategy of operating Washington National Airport—a very noise-sensitive airport. We have made a very good first step in control of noise at National Airport and I feel very happy about that.

One of the features of our strategy at National Airport is that, for the first time, we proposed the use of the FAA's integrated noise model, which is a very useful tool for airport operators all around the country to adopt. Basically, we will not permit any aircraft to come into National Airport after 10:30 P.M. that do not conform to our so-called “Amendment 7 noise levels.” This is the most strict, most technologically advanced noise level in the world.

So, it not only will guarantee the citizens in the area a very high degree of nighttime quiet but it also will provide a very certain incentive to our aircraft manufacturers to build aircraft that will meet the noise level. The significance is really nationwide, if not worldwide, because I'm sure that many other airport proprietors will choose voluntarily to adopt our integrated noise model and to exercise it in the strict way that we plan at National Airport.

Finally, let me mention that the financing legislation for retrofitting or replacing noisy aircraft has been forwarded by the Department to the Congress and is now under debate. Basically, it proposes to return some of the tax money that is now going into the Trust Fund to the air carriers for use on the purchase of new, modern, quiet aircraft. It's essentially a financing mechanism to meet our Part 36 noise standards.

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**Q.** What is the purpose of the Booz-Allen study, and is there anything you can tell us about it at this juncture?

**A.** I asked Booz-Allen to come in because I wanted an outside look at the organizational structure of the FAA. The thing that specifically touched off my interest and concern is the fact that there are now 29 separate units that report directly to the Administrator. That number is absurd, and I intend to reduce it significantly.

Whatever Booz-Allen put together as a final



recommendation then will be taken over by me and, after discussion with the leaders in the FAA, will be implemented in part or in whole, as I see fit. The process should take, I guess, until June or July, maybe as late as August. Now, I can't predict exactly what will come out of it, but generally, I am striving for a leaner organizational structure, one that has fewer boxes in it, one that increases the number of productive people and reduces middle management. I believe that's very much in the interests of the FAA.

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**Q.** Will there be a follow-on phase that would affect the regions?

**A.** Very possible, but I am not concentrating heavily on the regions at this point, although Booz-Allen has taken a look at the regions as part of its study. But I am primarily interested in the headquarters relationships and the regional reporting relationship to me. They are not going to get into things like promotion practices or any sort

of detailed management practices at all. I perceive of it as an overview. Now, there will always be continuing work. Undoubtedly, it will not be performed by Booz-Allen, however. The implementation of whatever decision I should make is going to be done by the FAA.

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**Q.** Is it possible for you to sum up in a few choice phrases your management philosophy or guiding principles of management? I think your last answer touched on that.

**A.** Well, I always have subscribed to that the old architectural maxim, "Less is more;" that is to say, simplicity is a goal to be sought. British racing engineers and the British aviation people said that "Simplicate and add lightness," was a good design guide to live by. All of those, I think, are good management beacons, and simplification of a structure is always a goal, to my way of thinking. Decisions are made more promptly with less review and with as much chance of being correct as otherwise. Accountability also is enhanced. The thicker and more dense an organization becomes and the more people who sign off on a decision, the more responsibility and blame are shared, so that finally you can't ever tell who made the decision. I believe in accountability. I believe in it for my subordinates and I believe in it for myself as well.

**Q.** OST proposes to create a surface transportation administration composed of UMTA and Federal Highway. Is there anything like that in the cards for FAA?

**A.** There is nothing like that at all in the cards for the FAA, in any of the present plans that the Secretary has in mind. The FAA is, as an aviation entity, logically on its own within the department. It doesn't interface too much with the other agencies. Disciplines and training are a little separate. So, there's nothing on-line.

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**Q.** Are you satisfied with the progress being made in the agency in civil rights and do you have any major objectives in this area?

**A.** I don't think you can ever say you're satisfied in the progress of civil rights in any government agency or any private organization, for that matter. We should always strive to do better. Historically, when I was a member of Secretary Boyd's staff, assigned to work with the FAA in the field of civil rights, I recall when the minority employment in this agency hovered around five percent or less. Today, it's well over 10 percent, and that is almost a doubling of the percentage in a very short period of time, just nine years.

Furthermore, since the agency has grown from 44 to 58 or so thousand people, the absolute growth has been even greater. A very large proportion of the people who have been acquired over the period of time have obviously been minority and they're well qualified. I think our thrust, therefore, must be to continue to keep the momentum going. There is never a time when you can be too vigilant in the field of civil rights. It's something we should all keep with us everyday.

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**Q.** What do you see as the primary safety problems in the years ahead?

**A.** I think it's best to look first to the years that are past before discussing that question. I hold the theory that we are moving into an age of technological maturity in the aviation business. We are well into extensive radar coverage and control in terminal areas and en route. It is very sophisticated now and close to complete, and the results are evident for all to see. It's getting safer



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**“I never cease to be impressed by the precision and accuracy and reliability with which (FAAers) perform.”**

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as a result. Similarly, the disciplines in flight are quite stable now—with the refinements that are going on in turbojet aircraft, for example, and with the institution of ground-proximity warning devices and cockpit flight recorders and so on. A lot of systems are built into aircraft today to tolerate pilot error or to avoid pilot error that is induced by faulty systems.

All that is behind us, and I think that the future in this business is clearly going to lie in tightening up the existing technology and discipline we have in hand now. I think the process is far from over. One area that I would pay particular attention to is weather as a phenomenon in the broadest sense. I don't think we do well enough in that field yet. We have recently implemented our interest in this by placing meteorological staffs in, I guess, 13 of our centers. They'll provide better weather information to pilots. Also we're working on wind-shear detection systems and beginning to implement those. That'll be a help. There are other weather programs that I can't name right now. But this is an area that we're tracking very carefully.

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**Q.** We talked earlier about the PATCO contract. But are there any trends you see developing in labor management relations in FAA or the government in general?

**A.** I don't think that labor management is something that you practice at contract time. If you do, you do so at your peril. Actually, good labor-management really consists of taking care of human requirements and human needs, being considerate of people and asking their opinion, and trying to work out the direction that supervisors give to people in a humane, tolerant fashion. If you observe all those tenets, and recognize the legitimacy of unionism, which is a fact of life today, then you're not going to have very many labor-management problems in the long run, or even in the short run.

I think the FAA is making slow progress along that track, but I think that we've got a long way to go in respect to our attitude amongst our senior employees. There is clearly something of a generation gap, especially between management and the controllers, the controllers being quite a bit younger than the management, and we just have to keep working at it. I

think we're making progress, especially as some of our younger people come themselves into the management ranks. They have no bias against unionism. Many of them were union leaders in the past.

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**Q.** The latest airport system plan indicates we're not going to get any major new airports in the next 10 years or so. Do you think this is going to result in constraints on the growth of aviation in order to handle the traffic load?

**A.** I think there are going to be a number of constraints on the growth of aviation in the years ahead. All of us, including myself, would like to see a situation in which there were no constraints whatsoever. But there are going to be a number of constraints. One of them is the price of fuel, for example. It's going to get higher. There's no place to go but up. It can't be avoided. So, that's one.

Airspace in metropolitan areas is going to become more and more constricted and more and more difficult to fly in.

But the biggest constraint on the growth of the system, in my judgment, is the squeeze on reliever airports in metropolitan areas. That is nothing short of crisis condition right now. I'm told that you can't even buy tie-down for your airplane in the Southern California Basin today. If you can't find anyplace to put it, I don't see how you can possibly sell one in that area.

The question of large, new, major hub airports is another matter. I am not unduly concerned about the lack of apparent progress to get new major airports in metropolitan areas. I don't think we're going to get any, although Miami and Los Angeles may be exceptions.

It's worth noting that many of the major airports today are actually handling fewer air carrier movements than they did eight or nine years ago, but they are putting many, many more people through those airports. The reason is that the aircraft are getting larger, and the load factors are getting higher. Furthermore, many of the busiest hubs today have unused capacity—New York has Newark Airport, Chicago has Midway, San Francisco has Oakland and even Los Angeles has Ontario Airport. So, on balance, there's a lot of major capacity that is now unused and, until that becomes saturated, I don't see any chance of building new major hub airports.



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**Q.** Let's close with a final question on what your goals are for the agency over the next couple of years.

# WORD SEARCH

By William D. Christensen  
Hayward, Calif., ATCS

Airports is this month's theme in the puzzle —49 of them in the State of California. The names read forward, backward, up, down and diagonally, are always in a straight line and never skip letters. The words may overlap, and letters may be used more than once.

Use the word list if you must, but try covering it first. All 49 names can be found. Circle those you do find and cross them off the list. The author's home airport, "Hayward," has been circled to get you started. When you give up, the answers may be found on page 14.

BRACKETT  
BROWN FIELD  
BURBANK  
CHANDLER  
CHICO  
CHINO  
CONCORD  
EL MONTE  
FRESNO  
FULLERTON  
GILLESPIE  
HAWTHORNE  
HAYWARD  
IMPERIAL  
LANCASTER

LINDBERGH  
LIVERMORE  
LONG BEACH  
LOS ANGELES  
MARYSVILLE  
MERCED  
MODESTO  
MONTEREY  
MONTGOMERY  
NAPA  
OAKLAND  
ONTARIO  
PALO ALTO  
PALOMAR  
PALMDALE  
REDDING

REID-HILLVIEW  
RIVERSIDE  
SAC EXEC  
SAC METRO  
SALINAS  
SAN CARLOS

SAN FRANCISCO  
SAN JOSE  
SANTA ANA  
SANTA BARBARA  
SANTA MARIA  
SANTA MONICA

SONOMA COUNTY  
SOUTH LAKE TAHOE  
STOCKTON  
TORRANCE  
VAN NUYS  
VENTURA COUNTY

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R O J F L E Y E R E T N O M T O C T E A M N O
L L N E A R L O R F A O N S E R F N A R L A C
O A A O N E N A T S T O C K T O N O C A A H A
S P S A C M E T R O E N R O H T W A H O P C S
    
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**A.** Well, I've touched on the organization model. I hope that the FAA can become as well managed as I believe it is well-run technically. I also would like to see continued progress in the field of noise control. It is the single biggest preoccupation that almost anybody in the aviation business has today, and I think the trends are in the right direction, but I'm afraid that the pace of change is going to be rather slow for the taste of many Americans.

The life cycle of aircraft equipment and engine designs is very long, and it's going to take us quite a while to flush the old noise equipment out of the system. The quicker we can do it, the better, within reasonable, feasible, economic constraints. So, I am interested in those, too.

I rate labor relations very high on my list of goals. I think we must continue to work hard to get along better with our unions and to provide an atmosphere in which our employees are happy to live and work. I think we've made some progress on that, but I know a lot more can be made, and that ranks very high on my list of priorities.

As a fourth item, I would say that we must continue to

work hard to live as a happy and contented member of one of the units of the Department of Transportation overall. Our relations with the Secretary's office are very good today, but they have been occasionally strained in the past, I am told. I find no conflict either conceptually or in practice between the FAA's leadership in the aviation business and the supervisory role that the Secretary, by law and by right, has. If we perform our work with competence, as I know we do, then we will be very happy in that role. Overall, the notion of a single transportation agency is excellent—it is sound, I'm very much for it. I want to do everything I can to make it work.

I would add perhaps another item, and that is to improve our relations with the Congress. I don't think they're as good as they can be. Congress as an institution has radically changed in the last 10 years. Power is widely diffused to subcommittees, and many of those folks do not take for granted what any executive agency, the FAA very much included, tells it. We must develop the techniques and the knowledge that openness is required to deal effectively with the Congress. We are not doing a very good job of that now, one way or another.

# REDISCOVERING THE SUN

## FAA Moves Toward the Solar Solution

It's been millenia since any major civilization has worshipped the sun, but a growing number of people believe that it's time for humankind to begin anew. To create a greater awareness of the coming solar age, those folks who brought us Earth Day have now proclaimed May 3 as Sun Day.

We fret about our declining energy resources, the environmental hazards of our current focus of energy development and our shaky oil-based economy, yet solar energy is omnipresent whether we use it or not—10,000 times more energy falls from the sun on the face of the earth every day than we derive from all conventional fuels combined.

The sun's energy is delivered without benefits of powerlines or fuel trucks; it's inexhaustible; it doesn't pollute; and it can't be a medium of extortion by terrorists or international cartels. As a result, it can create secure jobs, reduce energy bills, provide energy self-sufficiency and could result in the decentralization of energy sources—a boon for remote FAA facilities.

The technologies are available now. We've been enjoying nature's own solar technology since time began: wind and rain for power and fresh water, green plants for food energy and fuel; ultimately, even our oil and coal were derived from the sun.

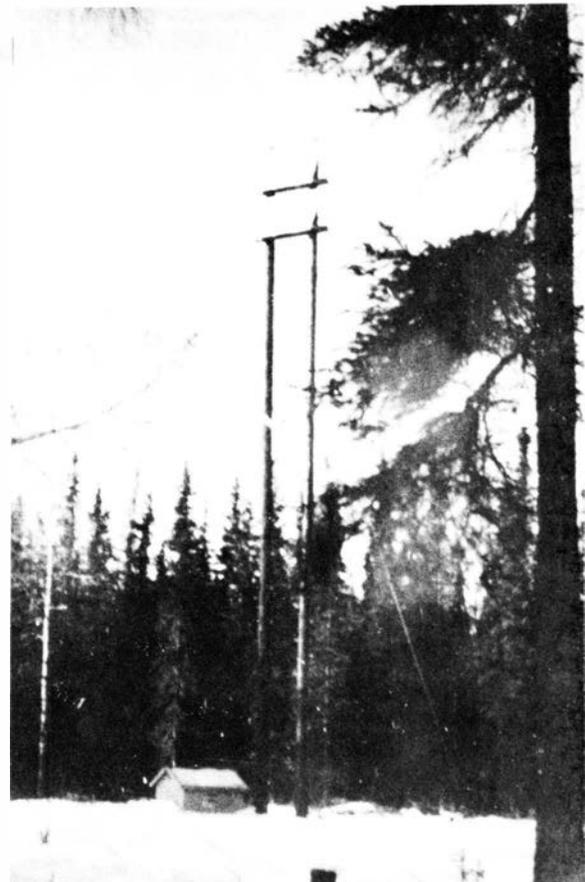
Now, human insight into nature's way is leading us to a technological solar solution. Speaking for the Sun Day coalition of labor, small business-

people, farmers, environmentalists, consumer activists and public officials, Los Angeles Mayor Thomas Bradley said, "We are talking about making the public aware of a solution, not a problem."

And the solution is at hand in scores of demonstrations around the world, including in the FAA.

There are three basic approaches to the direct use of the sun's energy: the passive system, in which the sun's radiant energy is stored right where the sunlight strikes a surface and is convected to the using areas; the

*What may be FAA's first delving into solar power is the outer marker antenna at Kenai, Alaska, where photovoltaic cells recharge batteries that operate the facility.*



An artist's conception of the standard design for new air traffic control towers, like that for Rochester, N.Y., except that the south wall of the base building will have a solar collector that will help to heat the facility and conserve energy.

active system, where fans or pumps move the heated air or heated liquid to storage areas from which it can be taken as needed; and the photovoltaic system, in which solar cells generate electricity.

The passive system is best when it is built into a new structure. Passive solar architecture is considered the most efficient and cost-effective way to heat and cool new structures, and FAA is now designing this into all its new tower buildings.



FAA's program began as an internal initiative. "We began it in our own interest," says Lowell McDysan, chief of the Environmental Systems Division of the Airway Facilities Service.

"Our planning for all future towers consists of a cab on a shaft with a base building having solar-assisted heating built in," McDysan explained. "It's based on very nominal cost to put it in the initial construction."

Indeed, the feasibility study conducted for FAA showed that building a passive solar-collector wall would cost about the same as just building a wall!

Now under final design with solar-assisted heating are new towers at the Spirit of St. Louis Airport in Chesterfield, Mo., with a 4,000-square-foot base building, and Rochester, N.Y., with a 10,000-square-foot base building. The Rochester Tower will become the agency's standard design. In the planning stages are Burbank, Calif., and Nashville, Tenn., 10,000-square-footers and Washington National and Honolulu 20,000-square-footers. Honolulu's solar system will also provide for domestic hot water.

The system selected consists of a black-painted wall (always the south-

ern wall in the northern hemisphere) with a glass or plastic cover. In the airspace between are static plastic tubes filled with water that retains the collected heat. The airspace is vented into the building through ductwork, supplying about 40 percent of the building's space-heating needs.

Subsequent to FAA's launching of its solar program, the Federal Energy Administration (FEA) requested FAA, as a large energy consumer, to identify solar demonstration projects and conduct an energy audit on all facilities of over 30,000 square feet by July 15. This is based on a draft Executive Order. By July 15 of next year, FAA will audit all buildings over 1,000 square feet.

"Because of FEA's request," McDysan noted, "we are thinking of putting in a solar hot-water system, probably roof-mounted, in at least one of our centers. Actually, our plan for the last year or so was that when we expanded the administrative areas of the 20 centers to accommodate flight service stations, we would provide solar heating for the entire area." He added, "That concept has been a little deferred, because the initial stages of the FSS program now will not justify building expansion."

Still, McDysan points out, there are many ways to solve the problem, and solar is only part of the agency's energy approach.

For three years, FAA has been in-

stalling \$300,000 CCMS equipment in en route centers—a centralized monitoring system for the energy performance of the building. It cuts down on unneeded heating and cooling, resulting in a saving of 20 or more percent. All the centers are in the process of being equipped. Under an FEA grant, Airway Facilities is planning to put a CCMS unit in the Atlanta Tower.

McDysan adds that "since center heating and cooling capacity was provided for a staffing and equipment level higher than we now have, we're turning off parts of the energy system, often producing as much as a 30 percent saving."

Another solar approach began about four years ago when the agency contracted for a photovoltaic system to power an outer marker radio beacon in Kenai, Alaska. It was an ideal first use for solar energy, where conventional power to service isolated, low-power facilities was expensive, not only in its availability and construction costs but also in its operation and maintenance.

Installed three years ago, the system developed problems—a combination of design bugs and Alaska's less intense sunlight. Initially, it consisted of 36 solar panels in two arrays, mounted on poles facing south and tilted 70 degrees from the horizontal, joined to 39 lead-acid batteries. Problems that arose included bad wiring connections, insufficient height for the solar arrays, defective voltage regulator, insufficient battery capacity and defective solar cells and panel interconnections.

Experience was the teacher in improving what began as a marginal system with defective components.

Improvements, apart from replacing defective parts, included increasing the solar arrays, raising them to a 60-foot height and increasing to 48 batteries.

The simplicity of the solar energy concept has caught the fancy of individuals, as well. The home tinkerer who wouldn't dream of designing or building other power equipment can and has tackled solar heating, cooling and hot water systems. So, it's even less surprising that FAA technicians have turned to the sun for problem-solving.

"There's quite a bit of this experimenting going on," says Jack Womack, sector field office chief at the Edwards AFB RAPCON. "The technicians are always interested in improving things, and solar energy is coming in . . . It's going to fly."

Electronics technician Roger Kolbo had four moving-target-indicator reflectors (MTIs) for the airport surveillance radar whose batteries required attention just about every month. He

obtained a solar array from the local National Aeronautics and Space Ad-

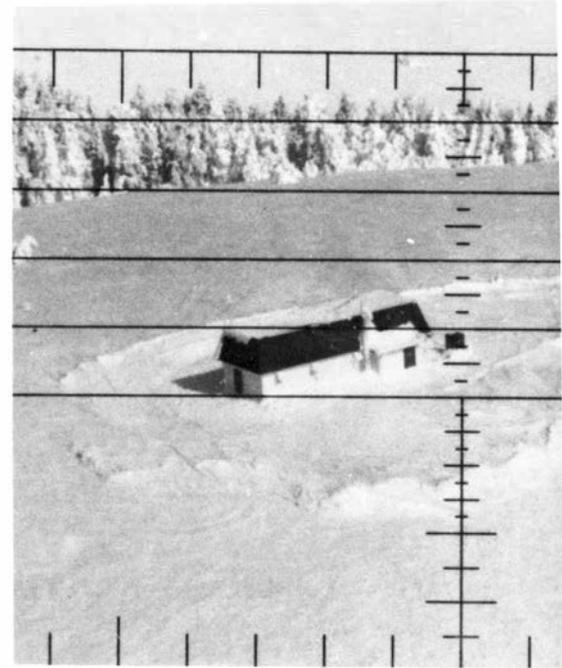
*There's snow all around the Wilson Creek, Nev., RCAG site, but none on the black roof that covers the antennas. Simple but effective, insolation melts away the insulating ice that would block transmissions.*

ministration people, who have been promoting such demonstration projects, and hooked it up with a voltage regulator and a bank of rechargeable batteries purchased from a national catalog merchandiser.

In the first month of this MTI reflector's operation, he had to replace a defective battery. In nearly a year since then, he's had no trouble and no maintenance on its power supply.

The RAPCON itself has a brand new solar innovation. According to Womack, active solar collectors were built on the ground to provide solar-heated water to the facility, and it went into service April 1.

In the Great Basin of eastern Nevada, another style of passive solar collector is doing a job for FAA. Martin Elliot, chief of the Maintenance Engineering Branch of Western Region's Airway Facilities Division, relates that they were having problems with snow and ice damaging RCAG antenna radiations—acting as an elec-



tromagnetic propagation insulator. These communications antennas normally are exposed to the elements.

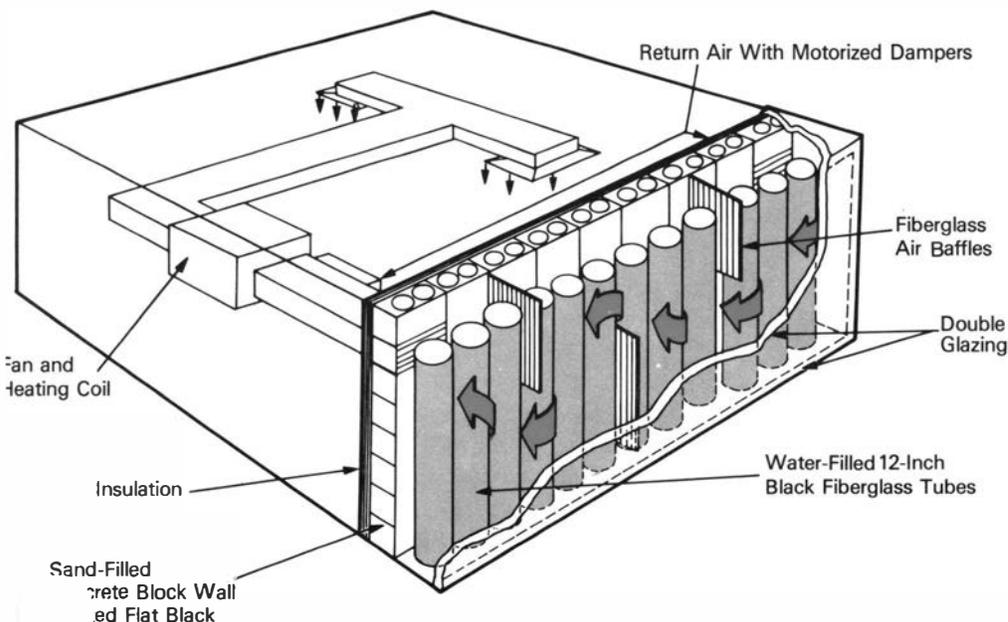
When the Wilson Creek RCAG burned down, a new approach to rebuilding it was devised by Richard Smeltzer, a civil engineer in the environmental section of the Maintenance Engineering Branch. The antennas were mounted on the roof of the new building and covered over with a second, light-weight, mansard-type roof, which was painted with a black elastomeric coating. "It was like putting the antennas in an attic," Elliot noted.



Functioning as a heat absorber, the black rooftop no longer permitted snow and ice to collect, even with a few sunless days. Now, black roofs have cropped up over the RCAG antennas at Pevine, Nev., and Globe, Ariz. Antenna outages from this source can be a thing of the past.

With higher priced energy and the environmental consequences facing this country, it's likely and necessary that all of us will be increasingly turning our faces toward the sun.

## PASSIVE SOLAR-HEATING WALL



By Leonard Samuels

**FAA SPIDERMAN**—Tiring of seeing the defacing on the water tower in his hometown, Apex, N.C., Raleigh FSS specialist Fred Walker volunteered to repaint the "Apex" logo on the tank more than 100 feet above the ground, thereby saving the town nearly \$500. In the face of a 25-mph wind, he hauled up paint, brushes and a 16-foot extension ladder to the catwalk on a wintry day. Now, that's what we call real determination and civic pride!



**TOP IDEA MAN**—For his suggestion to improve the terminal approach system, which is saving the government \$45,000 a year, Jesse M. Wilson, San Antonio, Tex. electronics technician, was selected as Suggestor of the Administrator Langhorne Bond (right) and Southwest for Henry Newman, accompanied by Francis Whittier, Office of Personnel and Training, Wilson received a \$1



**UP AND COMING**—Rhoda Dunn of Austell, Ga., a student from the Atlantic Center, shown with Morris Friloux, Assistant Superintendent of the FAA Academy, scored highest of all students in the four En Route Initial Qualification Course classes with a 90.15%—putting her in the upper 5%.

**GOING PUBLIC**—New England Region FAAers and their spouses volunteered to take donation pledges from viewers of Boston's Public Broadcasting TV channel in a funding appeal. This was the station's first Federal employee volunteer team.



**SPREADING THE WORD**—Corr used for 14 months to spread specialist Don Muzeroll of the New Orleans performed by Airport Safety Committee for Aviation for the State of Louisiana.



**KUDOS FOR SAFETY**—Accident-prevention counselor and CAP Lt. Col. James Bigelow was presented with FAA's Flight Safety Award by San Jose, Calif., GADO chief Charles F. Panos (left), as accident-prevention specialist Chuck Johnson looks on. Col. Bigelow earlier had received the USAF Exceptional Service Award for a new search-and-rescue technique.

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# FACES and PLACES



**JACK OF ALL TRADES**—Is "seamster" the masculine for "seamstress"? Les Briggs, Portland, Ore., GADO's airworthiness chief, isn't making a wedding dress; he's hard at work at parachute riggers' school in Helena, Mont. It's said that he passed the course "with billowing colors"!



... Public Broadcasting have been  
... age by accident-prevention sep-  
He ... uzeroll (left) discusses the services  
... Art Jones (center), Assistant Adminis-  
TV station WLPB vice president Bill Taylor.

**FIRST-TIME PUBLISHERS**—Southern Region accident-prevention specialist Pete Pederson and secretary Dianna Moore cull items from a variety of publications in preparation for the first issue of a "Southern Region Flight Instructors Bulletin," which was published last month for 7,500 instructors.



# FEDERAL NOTEBOOK

## THE LID IS ON

Although the Administration's Fiscal 1979 budget provides for a pay comparability increase this year of up to 6.5 percent and the President's pay advisors last fall foresaw a 7.05 percent raise in order, the Administration is proposing a 5-5.5 percent increase as a gesture to the private sector to cut into the inflationary spiral. Because it is an election year and Congressional salaries are pegged to the same law, it's expected that the pay lid would be sustained. ■ Meanwhile, Congress is looking into changes for the surveying method used to determine comparability increases, perhaps including smaller companies and other public employees.

## RETIREMENT ROUNDUP

The President has signed the bill that eliminates the mandatory retirement at age 70 for Federal employees and raises it to 70 for most private-sector workers. The Federal provision takes effect in September and the rest at the beginning of next year. ■ The Department of Health, Education and Welfare is getting under way with the two-year study mandated by Congress to determine the feasibility of including Federal and postal workers under Social Security.

■ The General Accounting Office is issuing a report recommending the standardization of Federal retirement systems, which now number 51. GAO found that the retirement plans evolved on a piecemeal basis, which resulted in inequities, inconsistencies and common problems. Many of the plans are not adequately funded. At the same time, the President has asked for funding to set up a Presidential Retirement Pay Commission, which

would report in two years on how to guarantee adequate benefits and finance retirement plans. ■ Amendments to the Tax Reform Act of 1976--HR 3927 and HR 1826--that would "grandfather" the sick-pay tax exclusion for Civil Service personnel who retired on disability prior to October 1976 is still pending in the House Ways and Means Committee with no action scheduled.

## ANOTHER HATCH HATCHETING?

Despite strong union support and its passage by the House last year, HR 10--to liberalize the Hatch Act--still sits in the Senate Governmental Affairs Committee and is seen by many Capitol Hill pundits as having little chance this year. There's been trouble in finding someone to manage the bill, and Senate Majority Leader Robert Byrd (W-VA) predicts a filibuster if the bill reaches the floor.

## WHAT WE ALWAYS SUSPECTED

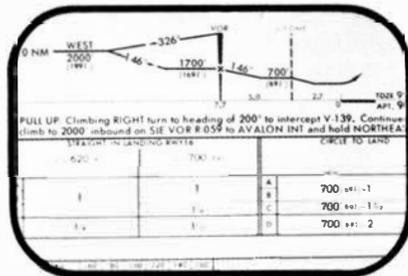
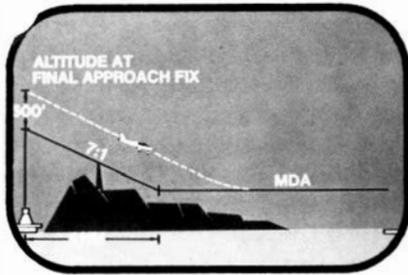
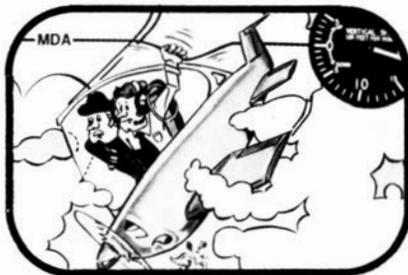
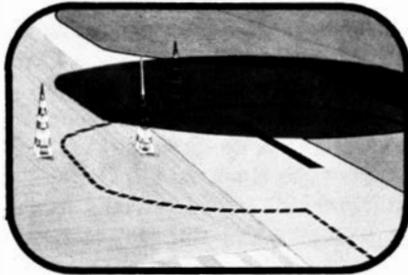
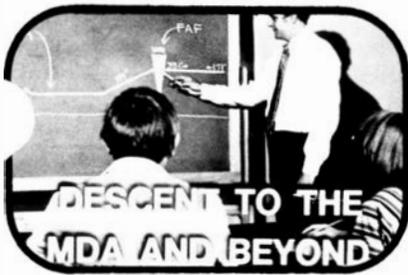
The General Accounting Office has asked for legislation to amend the Performance Rating Act to delete summary performance ratings, saying that "outstanding," "satisfactory" and "unsatisfactory" do not inform employees or management adequately about the quality of performance and expected improvement.

## DISCRIMINATION PROCEDURES

The Civil Service Commission has extended the procedures for discrimination complaints on race, color, religion, etc., to include those based on physical and mental handicap (Part 713 of Title 5).

■ Under new CSC guidelines, alleged discriminators must be informed of the charges, be permitted to respond and have access to the file in an adverse decision.

# How Pilots Get the Message



**"S**afety is everybody's business" is not idle rhetoric to the General Aviation Manufacturers Association (GAMA), whose members' success depends on their products' safe use.

"We believe that the FAA accident-prevention program is extremely important and has played a major role in the improvement of general-aviation safety," said Corwin Meyer, chairman of the GAMA Safety Affairs Committee and president of Grumman American Aviation Corp. The occasion was a preview last fall at the National Air and Space Museum for 15 slide-tape shows produced by GAMA in cooperation with FAA.

GAMA had felt strongly that it should be more supportive of the agency's program, explained Gary Livack, GAMA's staff man on safety programs. About three years ago, the association contracted with Ohio State University to develop a slide show called "Weatherwise: Go or No Go," along with a handout. It proved to be a good prototype, according to Livack, so GAMA decided to let another contract for one called "Time in Your Tanks."

A year ago, committee members discussed the idea with Bruce Romick

of the Accident Prevention Staff in Washington, who came up with nearly a score of potential subjects. GAMA found company sponsors for 15. FAA coordinated on the scripts and insured that the final product fit into the needs of the accident-prevention program.

Wherever the GAMA members went for assistance, in headquarters and the field, the accident-prevention specialists were helpful, Livack said. "And Romick bent over backwards for us."

The handouts are very much a part of these shows and "good enough to be published separately, and we might do that later," Livack said.

At the preview, Deputy Administrator Quentin Taylor remarked that the program is "as fine an example of government/industry cooperative ventures in pilot education for aviation safety as I have ever seen."

FAA is now reproducing the shows to be shown nationwide through the accident-prevention program and GAMA member companies. The first three shows are restricted to that use until September 1 and the balance until November 1, after which copies will be available through the FAA Film Library in Oklahoma City or by purchase from GAMA.

The shows and their producers are:

"General Aviation Normally Aspirated, Direct Drive Engine Operation"—AVCO Lycoming

"Why V-S-S-E?" (safe single-engine airspeed)—Beech

"Don't Flirt—Skirt 'Em" (thunderstorms and weather radar)—Bendix

"Multi-Engine Emergency Procedures"—Cessna

"Preflighting Your Avionics"—Collins

"Pilot Perogatives"—Gates Learjet

"Stepping Up to a Complex Airplane"—Grumman

"Propeller Operation and Care"—Hartzell

"Descent to the MDA and Beyond"—King Radio

"How To Fly Your HSI" (horizontal situation indicator)—Narco

"Facts of Twin Engine Flying"—Piper

"Maintenance Aspects of Owning Your Own Airplane"—Piper

"Take Off Performance Considerations for the Single Engine Airplane"—Rockwell

"Handle Like Eggs" (gyroscopic equipment)—Sperry

"Engine Operation for Pilots"—Continental



Deputy Administrator Quentin Taylor addresses a Black History Month ceremony in a NAFEC hangar. Behind him in the first row are (left to right) Luther McClellan, Audrey Simmons and Hugh Milligan of NAFEC; A. P. Albrecht, Deputy Associate Administrator for Engineering and Development; Leon C. Watkins, Director of the Office of Civil Rights; and (partly hidden) Robert L. Faith, NAFEC Director.



William E. Broadwater, chief of the Airspace and AT Rules Division of the Air Traffic Service, accepts a posthumous award for Gen. Daniel James from Deputy Administrator Taylor, as Hugh Milligan (left) and NAFEC Director Faith look on.

# Remembering the Achievers

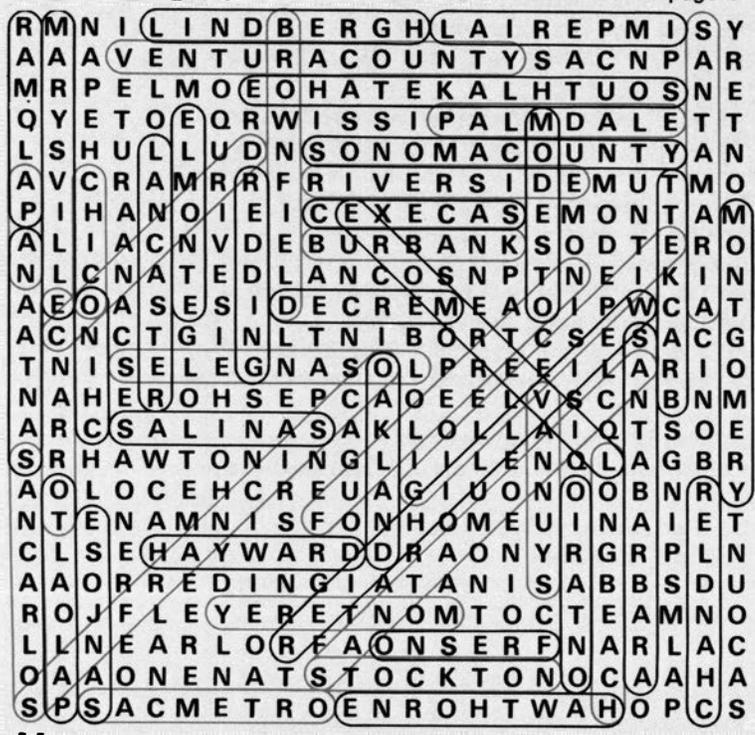
There was a poignancy to the Black History Month observance at NAFEC in February, which paid homage to blacks who had advanced themselves and the cause of aviation. The seat of one of the honorees was vacant, for three days earlier, Gen. Daniel (Chappie) James, Jr., had died.

Eulogizing the four-star Air Force general, Deputy Administrator Quentin S. Taylor said, "We should celebrate his life rather than grieve his loss. We had all hoped Chappie would have been here today to receive this award, but now he's a part of black history."

Others cited for their role in black history at the first Equal Employment Opportunity Awards ceremony, sponsored by the Civil Rights Committee and NAFEC, were Capt. David E. Harris of American Airlines and Tuskegee Airmen, Inc.; Tuskegee Airmen, whose award was accepted by Spann Watson, Military Activities Branch of the Air Traffic Service; and NAFEC Director Robert L. Faith and John K. Lacy, acting chief of the Data Engineering and Development Division, for their contributions to civil rights programs. (The Tuskegee Institute had a major role in training black pilots.)

Expressing the theme of the occasion, Taylor said, "We have been [in the United States] in one plight or another for six lifetimes—16 generations—and still it seems so difficult to focus upon us in history. It seems our contributions are so plowed under that it is necessary to assemble once a year and display with zeal our achievements."

## Word Search Answer Puzzle on page 6





*Peter J. Goutiere of the New York ACDO holds a photo of William L. Bond, his boss when he was a pilot for China National Aviation, during a visit with Bond's son, for whom he now works—FAA Administrator Langhorne Bond, who was born in China.*

# FLYING THE WORLD FOR MEN NAMED BOND

**T**his is a story about flying; flying “the Hump” between India and China, flying the faithful to Mecca and flying to Miami when the flight plan said Karachi.

It is also about larcenous in-laws, wealthy maharajas and leaving war-torn Lebanon with all that could be salvaged packed into three crates—which an airline then lost.

And it is about working for men named Bond.

It is the story of Peter J. Goutiere, who, as a young pilot just beginning a varied and colorful career, worked for William L. Bond, then a vice-president of Pan American Airways in charge of its Asian operations. Today, as Program Manager for the Lockheed

L-1011 at the agency's New York Air Carrier District Office, Goutiere works for his son, Langhorne M. Bond, the Administrator of the FAA.

**I**n the interim, Goutiere was the private pilot and "sometimes White Hunter" for the Maharaja of Coochbehar, was the owner and operator of his own charter airline in Pakistan, helped briefly to establish a new airline in the Mideast, until he discovered

it was being set up primarily to smuggle arms, and flew for airlines in Lebanon and Ghana.

Then he joined the FAA and worked, successively, in Washington, D.C., New York, Lebanon and Rome.

He was in Rome early in 1976 when he heard that Langhorne Bond had been named head of the FAA.

"At first," he said, "it didn't ring a bell. And then someone mentioned that his father had been with Pam Am in Asia. That was when I made the connection, and I just couldn't believe it. It was kind of a warm feeling; back in the old family again."

Goutiere was born in colonial India, the son of a British police superintendent, and lived there in the Himalayas until his father's death 14 years later.

Then he moved to Bangor, Me., where an older sister lived with her American husband. He went to high school there and later to the University of Maine.

In 1939, he signed up for the Civilian Pilot Training Program, which had been established by the Civil Aeronautics Authority to promote aviation. By 1941 he had earned a commercial license.

When the United States entered World War II later that year, Goutiere volunteered for the Army Air Corps, but he was turned down because he was three months too old.

**S**o, early in 1942, he joined Pan American as a co-pilot in West Africa. But he left after a few months to take advantage of what looked like a better opportunity.

This was with the China National Aviation Corp., a joint venture of the Nationalist Chinese government and Pan American. The company had fled China in the face of the Japanese invasion and was now based in Assam, India, supplementing the Allied airlift of supplies to Nationalist troops in unoccupied China.

The titular head of the airline was Chinese, but the man who ran it was William L. Bond.

Goutiere, a stocky man of medium height who still has a trace of a British accent, remembers him as "a regular guy and a good manager, who



*Peter Goutiere (right) looks over a patch on the jacket of fellow CNAC pilot Charles Sharkey in 1944, which shows a Nationalist Chinese flag and a legend that explains that the pilot is an American civilian, in case he is forced down in Burma or China.*



The legendary DC-2½ of the China National Aviation Corp., which Goutiere later worked for. It had been a DC-3 until a Japanese bomb blew off the right wing. Since a DC-3 wing wasn't available locally, it was fitted with one from a DC-2, which was five feet shorter. The crew was able to fly it 900 miles to a base where a proper wing could be installed, but not without a full 12-degree setting of the left wing trim tab to keep the plane in level flight.

also had a sense of humor.”

He added that the elder Bond, who is now retired and living in Warrenton, Va., “was a rawboned type of individual who was strict but fair.”

Goutiere made about 680 trips over “the Hump,” the 18,000-foot-high southern spur of the Himalayas that lay between Assam and Kunming, China, the eastern end of the run.

It was about a three-and-a-half-hour trip,” Goutiere said, “and during the monsoon season, you really had to know where you were going. It got pretty rugged at times.

“The stuff we carried was strictly military,” he continued, “and I suppose that we could have been considered mercenaries—but it was a job that needed doing.”

When the war ended, the airline returned to China and Goutiere went with it. But after a couple of years, it became evident that the Communist takeover was imminent, and Goutiere moved back to India.

He served as a pilot instructor for Orient Airlines there, until it went out of business, and then went to work for the Maharaja of Coochbehar.

“He had a palace in the foothills of Darjeeling,” Goutiere recalled, “and I lived in the palace right in the middle of a lot of royal pageantry.

“A big part of my job,” he continued, “was picking up friends of his

and flying them in for tiger hunts. And sometimes I would be the White Hunter on these outings, which usually meant that I did most of the work while the others did most of the hunting.

“But I didn’t really mind that. What did bother me, though, was all that pageantry.”

When the pageantry finally got to be more than he could take, Goutiere, using “some of my own money and some from the Maharaja of Coochbehar,” started his own charter airline in Karachi, Pakistan, with one DC-3 and one C-46.

“The biggest part of our business was carrying Moslem pilgrims to Mecca. And that was quite an experience, because, among other things, they would repeatedly start fires in the lavatories to cook their meals.

“And in the off-season, we would fly charter flights for KLM from London and Amsterdam to Hong Kong.

The airline made pretty good money, Goutiere said. Unfortunately, he didn’t get much of it.

“At the time, I was married to a Greek girl, and her relatives offered to help with the business side of the operation. But what they did was skim off most of the money for themselves.

“So when I was in Amsterdam after one of the KLM trips, I decided to get as much of my money back as I could. I filed a flight plan to Karachi but flew instead to Miami, where I intended to sell the airplane—the C-46—to a Cuban rum company.

“But,” he continued, “the government of Pakistan made a big fuss, claiming the airplane belonged to a Pakistani firm. The State Department ruled in their favor, and I had to return it.

“By the time it was over, I had enough money left to pay off my crew

and make a downpayment on a Buick, and that was all.”

Goutiere then worked briefly as a co-pilot for National Airlines before signing up to ferry a C-46 to Jordan and staying to help unwittingly in the establishment of a gun-running airline. After discovering the truth six months later, he left to become a pilot for Air Leban in Lebanon.

He spent six years there before accepting a job as a pilot for an airline in Ghana.

He went to work for the FAA late in 1962, and in 1973 he was named the agency’s man in Lebanon.

“It was a job I thoroughly enjoyed in a country that I would have been content to spend the rest of my life in. Then it all fell apart.”

The civil war there forced Goutiere to flee Lebanon in November of 1975, and he got out with only the clothes on his back.

But a few months later, during a lull in the fighting, he returned to find his house looted and his car blown up.

“I packed all that I could salvage in three crates. I turned them over to an airline and they lost all three. They found two of them several months later, but the other is still missing.”

Goutiere subsequently served in the agency’s Rome office, and then he was transferred to the New York Air Carrier District Office the first of this year.

“I figured I’d probably seen the last of India and the Mideast and that I was back in this country to stay,” Goutiere said.

“But I hadn’t been in my new job for two hours when I was sent to Bombay to help in the investigation of the crash of a 747 there on January 1.

# DIRECT LINE



**Q** I would like clarification on paragraph 42e, Chapter 5, of the Merit Promotion Manual 3330.1A. Is there any limit to the time a release date may be extended due to critical facilities or geographic moves? What amount of time would be considered outside the parameters of this instruction? Does the employee have any say in the determination of this extension? If the release is extended and delays a promotion, thus also delaying time in grade, can the promotion be made retroactive to the date of selection or normal release date after selection?

**A** Employees selected under the provisions of the Merit Promotion Program normally must be released no later than the beginning of the second full pay period after the losing organization is notified of the selection. However, agency regulations provide that the release date may be extended by mutual agreement between the gaining and losing organizations. Operational considerations determine the length of the extension. The employee's preference may be considered in determining the release date, but this is not mandatory. The effective date of the personnel action determines the change in pay rate that results from a promotion. The effective date marks the start of a new waiting period for the purposes of time in grade (Whitten) and within-grade increases. Generally, employees also begin to acquire experience in their new positions beginning on the effective date of the official personnel action. This experience may be required to satisfy the Civil Service Commission's Qualification Standards (X-118) and qualify for future promotion. Retroactive pay or retroactive credit for pay or experience purposes would not be appropriate.

**Q** My questions deal with the certification of Airway Facilities systems and services. First, must a person certifying a system or service be a certified technician? At my facility, verbal orders allow non-certified technicians, Air Traffic supervisors and others to make checks that the agency orders specify only certified technicians can make. Why would local management not adhere to agency orders? We feel the legal responsibilities of the agency are being compromised, as well as placing the technician in a questionable position. Second, the various orders often conflict on the certification interval. How should the determination be made as to the correct order to use? For example, the Secondary Radar Services (SECRA) is certified by performing the Overall Decode Sensitivity Check. Order 6360.1, para. 63b, lists this performance check as a weekly one. Order 6030.22A shows the maximum certification as four days. It requires

a constant cross-reference between the manuals to arrive at the maximum certification interval. Again, I want to point out that I think the technicians are being asked to use procedures that are not in accordance with agency orders, which could raise legal questions if the facility is a factor in an accident investigation.

**A** According to Order 6030.22A, Certification of Airway Systems, Subsystems and Equipment, only personnel issued appropriate certification authority and specifically assigned certification responsibility in writing may certify them. If the practices at your facility are not compatible with this policy, they should be examined through established agency channels, such as by your filing an Unsatisfactory Condition Report (UCR). Change 2 to Order 6360.1A, Maintenance of Air Traffic Control Beacon Interrogator (ATCBI) Equipment, revised some of the periodic maintenance requirements for various beacon interrogators. The overall system-sensitivity check was changed from daily to weekly. A comparable change has been initiated in the normal and maximum certification intervals for the affected beacon interrogators, as stipulated in Order 6030.22A, which is the controlling document for certification. Future plans include transferring the individual system/subsystem/equipment certification requirements to the appropriate maintenance technical handbooks to eliminate the time lag for effecting certification changes, such as the one described.

**Q** I would like to know the agency's responsibility concerning the composite net pay-check procedures. I have been using this procedure for the past six years; however, on occasion, the bank does not credit my account on the established payday in accordance with the various notices and orders on the subject. Recently, I informed our regional Payroll Services Section of this fact, and they advised that the problem was between the bank and me, and if I have a problem, I should change banks. My question is whether or not the agency has any responsibility to ensure that the participating financial institution is following their agreement with the Treasury Department.

**A** The responsibilities on composite check procedures are varied. FAA payroll responsibilities include the timely preparation of payrolls. This includes composite checks lists, which are sent to the participating banks and to the Department of the Treasury. The Department of the Treasury then is responsible for preparing the composite checks to distribute to the participating bank. The banks' agreement with Treasury is to credit participating customers' accounts upon receipt of the list from

FAA or the list and accompanying check from the Treasury Regional Disbursing Office. Normally, the composite check list is received by the bank prior to "payday." Sometimes, because of mail problems, the bank may not receive the list from either source prior to payday. In such cases, some (though not all) banks call the payroll office involved to identify changes from prior composite check lists and then post credits to the depositors' accounts. Therefore, we suggest you ask the bank why the account was not credited. If the answers aren't satisfactory, you may notify the following office or ask your payroll servicing officer to do so: Department of the Treasury, Bureau of Government Financial Operations, Room 3021, GAO Building, Washington, D.C. 20226. Treasury will not initiate contact with a financial institution unless you provide the employee-depositor's name, account number and financial organization; the pay period and the circumstances involved; and a statement from the employee-depositor as to whether or not service charges were assessed. Of course, you may change banks, if you wish to.

**Q Two items in the November issue triggered this query: the article "Paper, Paper Everywhere . . ." and a "Direct Line" query from an unsatisfied suggestor. In 1969, I submitted a suggestion to abolish a very extensive system of technical records commonly known as FAA Form 198. Most field personnel do not use and have no need for the 198 system. My suggestion was recommended for adoption in 1970 by my region but was rejected in Washington in 1971. I submitted the suggestion for reconsideration in 1973 and again in 1975, and in 1975 initiated a UCR. I admit I am angry, frustrated and disgusted at the situation, for the rejection notices did not even attempt to answer my specific arguments for abolishing the 198 system. The delays and evasions are a classic example of bureaucracy at its worst. The system has wasted well over \$1,000,000 since 1969. If FAA is truly interested in cutting paperwork costs and increasing efficiency of operation, the 198 system is a fertile area.**

**A** The Airway Facilities Service realizes that the Form 198 system is in need of revision. However, the basic substance of the system cannot be eliminated. It is imperative that such a system continue for the following reasons: (1) To provide historic documentation to show that primary and critical facility parameters conformed with standards and tolerances at the time of commissioning and/or major changes thereafter; (2) To provide a general reference of operational parameters as they existed at the time of commissioning or major revision; (3) To provide documentation on historical data for compari-

son with current data in the event of an aircraft accident and/or litigation to show that the facility had been operating within the same general parameters at the time of the accident as were present at the time of commissioning or major revision.

**Q Why does a long-range radar in my region have only five journeymen watchstanders, while long-range radars with the identical equipment in other regions have from seven to 10 watchstanders? Also, why doesn't the FAA realize it constitutes an unsafe practice for a LRR watchstander to work alone two-thirds of the time? The safety board at our facility has a rope hanging on it to be used to pull a person off energized equipment, should he accidentally come in contact with voltage. But who will use this rope to rescue a person working alone?**

**A** A review of the staffing posture of LRR sites in your region reveals that instead of only five watchstanders per site, as you indicate, the on-board staffing varies from seven to 14 positions per site. The overall on-board staffing average for the region is nine positions. Our review also indicates that this compares very favorably with LRR-site staffing in other regions. The assignment of personnel to perform maintenance on electrical or electronic equipment is determined by an assessment of the specific work situation. Most of the time, equipment adjustments can be made on energized equipment without exposing the technician to dangerous conditions. If you believe that you will be exposed to a hazard, you should discuss the necessary work with your supervisor. If he should decide that an additional person is needed, it should be recognized that the primary purpose of the observer is to assist in avoiding unnecessary electrical exposures. FAA policy is in Order 3900.19, Occupational Safety, para. 238. Precautions are also incorporated into maintenance procedures for individual types of equipment.

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## FAA PUBLISHES SECOND TOME OF HISTORY OF EARLY DAYS

*Bonfires to Beacons: Federal Civil Aviation Policy Under the Air Commerce Act, 1926-1938*, by FAA Historian Nick A. Komons, the second volume of a projected four-volume history of FAA and its predecessor agencies, rolled off the press last month. A hardcover edition can be ordered from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402, for \$8.00 (Stock No. 050-007-00419-2). The companion volume, *Takeoff at Mid-Century*, can still be ordered for \$6.00 a copy (Stock No. 050-007-00355-2).

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# Heads Up

## AERONAUTICAL CENTER

**Alvin E. Harrison** of Headquarters Flight Standards has taken over as chief of the Aircraft Services Base.

## ALASKAN REGION

**James I. Jensen**, has transferred into the Yakutat FSS as chief.

## CENTRAL REGION

The new chief of the International Tower in Kansas City is **Thomas J. Meloy** . . . **James H. Snow** has been selected chief of the Salina, Kan., Tower . . . Moving to the Sioux City, Iowa, Tower as chief was **Benny J. Kirk** . . . **Norman E. White** was chosen to be chief at the Columbus, Mo., Tower . . . The Johnson County Tower in Olathe, Kan., has a new chief in **Lyle E. Shepard**.

## EASTERN REGION

**Raymond R. Givens** moved up to an assistant chief's slot at the Buffalo, N.Y., FSS . . . Similarly, **Roy A. Constantineau** advanced to assistant chief at the Utica, N.Y., FSS . . . Selected to be chief of the Huntington, W. Va., Tower was **John D. Depew** . . . Getting the nod as assistant chief at the Albany, N.Y., FSS was **Richard J. Haldeman**.

## GREAT LAKES REGION

Taking an assistant chief's position at the Flint, Mich., Tower was **Robert C. May** . . . **Harry A. Christman** has moved up to assistant chief at the Lansing, Mich., Tower . . . **Leroy J. Reeve** has transferred to the Champaign, Ill., Tower as an assistant chief . . . **James R. Callahan** was named chief of the Jackson, Mich., Tower . . . **Paul J. Timmerman** moves into the Grand Rapids, Mich., Tower as an assistant chief . . . The new deputy chief of the Milwaukee FSS is **Gerald A. Brainerd** . . . Lansing Airway Facilities Sector assistant manager **Gerald F. LeClaire** has taken the same spot at the Springfield, Ill., Sector . . . A new assistant chief at the Chicago-

Palwaukee, Ill., Tower is **Jeffrey W. Egerton** . . . The new field office chief in the Cleveland AF Sector is **Walter C. Smith**.

## NAFEC

**Robert H. Weins** of the Headquarters Systems Research and Development Service was selected chief of the Program Branch of the Engineering Management Staff.

## NORTHWEST REGION

The Edwards AFB, Calif., RAPCON loses assistant chief **Jack F. Buckley** to the Twin Falls, Ida., Tower as its chief . . . A new assistant chief at the Moses Lake, Wash., Tower is **Wallace F. Krumm** . . . **George A. Sendelbach** is now an assistant chief at the Seattle Center.

## PACIFIC-ASIA REGION

**Willis S. Cannon, Jr.**, of the Honolulu ARTCC was selected as an assistant chief at the Guam CERAP.

## ROCKY MOUNTAIN REGION

**Dalton F. Sessions** has taken over as chief of the Pueblo, Colo., Tower . . . **Perry L. Gibson** got the nod as chief of the Denver Tower.

## SOUTHERN REGION

The Miami Center's own **James A. Kosicki** is now an assistant chief there . . . **Anthony J. Stark** was selected for deputy/assistant chief at the San Juan, Puerto Rico, ARTCC . . . Replacing Stark as Balboa, Canal Zone, ARTCC deputy chief was **David K. Dye**.

## SOUTHWEST REGION

**James J. Blouin** got the nod as an assistant chief at the Baton Rouge, La., Tower . . . The new chief of the Addison, Tex., Tower is **Gary D. Romero** . . . named an assistant chief at the New Orleans Lakefront Tower was **Edward J. Maschek** . . . **Harell R. Edwards** has

been promoted to chief of the Beaumont, Tex., Tower . . . **Guillermo R. Rivera** has been named the assistant manager of the Fort Worth AF Sector . . . **David B. Burns** was selected chief of the Meachum Field Tower in Fort Worth.

## WESTERN REGION

**Wilson S. Moses** has taken an assistant chief's spot at the Palmdale, Calif., FSS . . . The new chief of the Lancaster, Calif., AF Sector Field Office is **Robert O. Terrel** . . . **Dwight M. Sosebee** moves to an assistant chief's job at the Palm Springs, Calif., Tower . . . The Phoenix, Ariz., FSS loses **John W. Price** to the Tucson, Ariz., FSS as an assistant chief . . . **Thomas A. Lemmons** transferred into the Scottsdale, A. Tower as an assistant chief . . . The Hayward, Calif., Tower has gained **Harold F. Heinrichs** as an assistant chief . . . **Fred T. Berry, Jr.**, has moved into the El Monte, Calif., Tower as an assistant chief.

Since "Heads Up" paints a widely varying picture from month to month of who's who and where, you may be interested to know that the source of this material is the Personnel Management Information System computer, which stores data on all personnel actions on all FAA employees. Where the data in the system is complete enough, "Heads Up" reports on all individuals selected for Air Traffic chiefs, deputy chiefs and assistant chiefs; Flight Standards and Airports office chiefs and assistant chiefs; Airway Facilities sector managers, assistant managers, SFO chiefs and assistant chiefs; and all other office branch chiefs. Just grade promotions are reported. Once in a while, a tempo promotion sneaks through, and to that, we apologize.