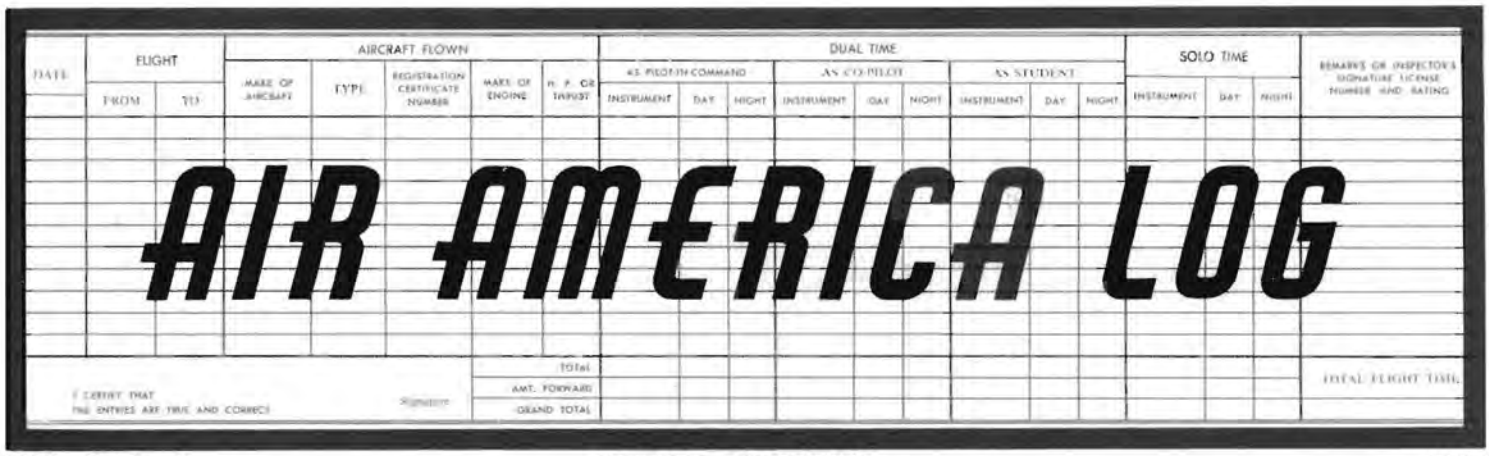


VOL. III No. 1 KADENA, OKINAWA 1969

COMPLETED STAFF WORK (Part I)

Courtesy: Internal Auditor Office

Note: Source of the following advice is a Boeing Company Management Bulletin. It should be considered in the context of "thought material" or "general guide lines"; the views expressed are ***not*** *ideas for all management problems. — ED.*

"Completed Staff Work" is the study of a problem, and the presentation of a solution by a staff man in such form that all that remains to be done by his superior is to indicate his approval or disapproval of the completed action.

The words "completed action" are emphasized because the more difficult the problem is, the more the tendency of a staff man to present the problem to his boss in piece-meal fashion. It is the duty of a staffer to work out the details. He should not consult his superior in the determination of these details no matter how perplexing they may be.

A staff man may and should consult other staffers. The end product, whether it involves the pronouncement of a new policy or the modification of an established policy should, when presented to the boss for approval or disapproval, be worked out in finished form and in detail.

The impulse, which often comes to an inexperienced staff man, is to ask the boss what to do; and this impulse usually escalates with the complexity of a given problem. It is so simple to ask the boss what to do, and it appears so easy for him to answer. Resist that impulse. It is the staffer's job to advise his superior what to do, not to ask him what ought to be done.

The boss needs answers, not questions. A staff man's job is to study, write, re-study, and re-write until he has evolved a single proposed action — the very best action he can possibly come up with. The staffer's superior then needs only to approve or disapprove.

However, the boss, to merit his supervisory position, has to assume certain basic responsibilities. Among them are: he must guide his staff men wisely in their search for the answers to his problems. And the final piece of paper must contain input from the boss, reflecting his experience, his ideas, his talents — in short, it must be ***his*** report — not a rubber stamp of his staff's views and conclusions concerning the matter at hand.

(To be continued in Air America LOG VOL. III, No. 2. — ED.)

"AIR AMERICA'S MOTTO: 'ANYTHING, ANYTIME, ANYWHERE—PROFESSIONALLY'"

AIR AMERICA LOG ★ エア・アメリカ・ロッグブック

A fish-eye lens view of Jim Rhyne, Manager, Flying-Fixed Wing, UDN (left) and First Officer Steve Stevens (right) in an Air America Volpar.

DC-3 REPLACEMENT? THE DC-3!

The venerable, twin-engine DC-3, first flown 33 years ago, is still the most widely used transport on *international* air routes according to a recent Federal Aviation Administration report. It is followed by the Vickers Viscount, Fairchild F-27 and Sud Aviation Caravelle. Of the four aircraft, the DC-3 is the only one still powered by reciprocating engines; the others are either turboprop or turbojet powered.

The FAA statistics indicate piston planes fly 35.2% of the 13,316 international flights covered by the report; 32.2% of the flights are made by jets, and an identical 32.2% of the flights are made by turboprop aircraft. The remaining .4% of reported international flights are made by helicopters.

* * * * * *

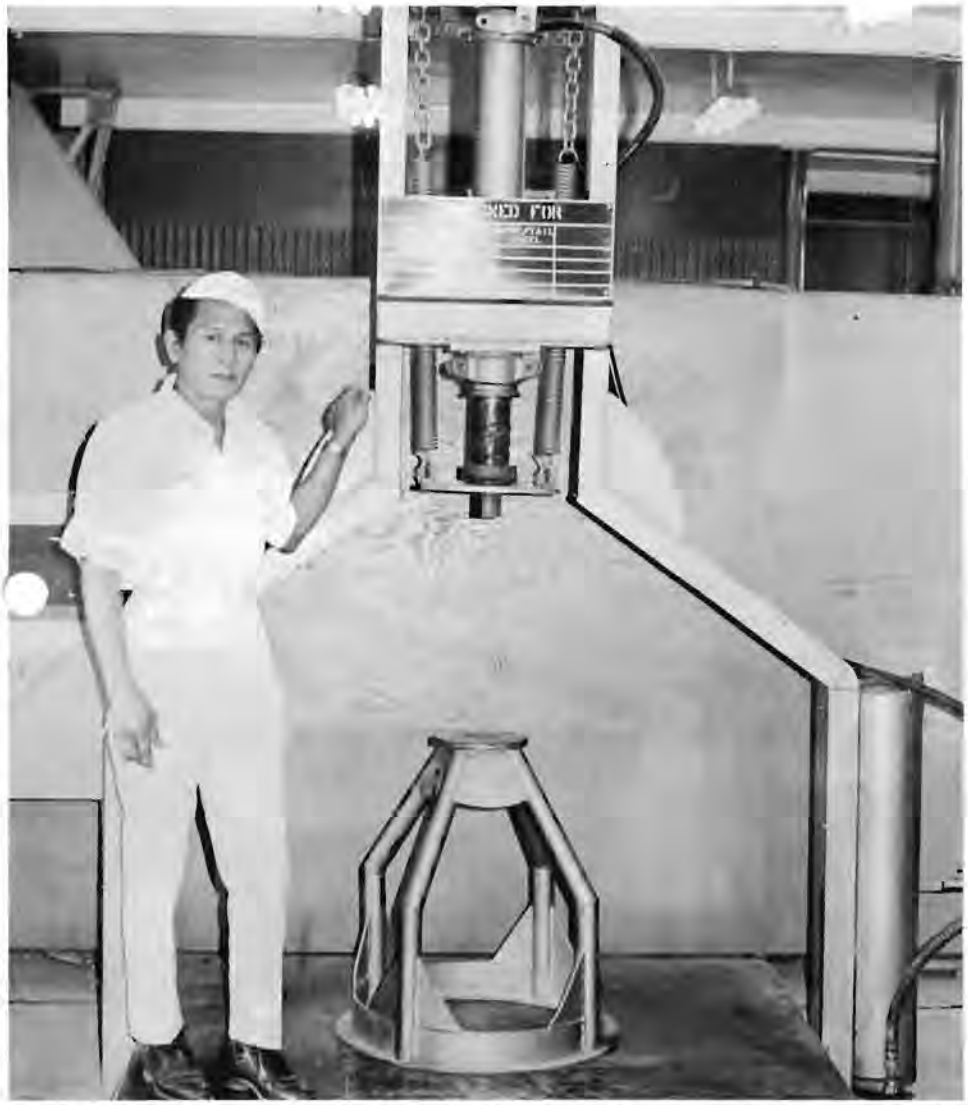
VETERAN

After 31 years of continuous service, the first aircraft that entered Air Canada's fleet will be retired and turned over, with its log book, to the National Museum of Science and Technology in Ottawa. Designated by Air Canada as the CF-TCA, the Lockheed 10A will be displayed permanently at the Ottawa International Airport terminal building Air Museum. The craft was purchased in 1937 by Trans Canada Airlines, veteran forerunner of Air Canada.

Change of Base: Captain Fred F. Walker, former MFD/VTE is now MFD/BKK.

"A PLANE IS NO BETTER THAN ITS MAINTENANCE"

AIR AMERICA LOG ★ MỸ QUỐC HÃNG KHÔNG



PMD Leadman 1/c Oscar V. Bernardo standing beside his large, 7.5 ton capacity aircraft tire bead breaker in AAM's Saigon Shops. Smaller machine is similar in design.

BERNARDO'S BEAD BREAKERS

by: Boyd D. Mesecher MTS/SGN

PMD Leadman 1/c Oscar V. Bernardo's latest time/labor saving machines are a pair of tire bead breakers. (He had previously distinguished himself by designing — among other useful devices — a tail dolly for our Bell 204B helicopters to simplify towing them on the ground — see AAM LOG Vol. 1 No. 1, pg. 1).

The bead breakers are hydraulically-operated presses which allow one man to bredk aircraft tire beads away from wheel rims quickly, safely and effortlessly. He can, in minutes, perform a job that previously required hours of hard work, determination and perseverance plus hammer, crow bars and a lot of sweat.

The larger machine, operated by a hydraulic hand pump, has a capacity of 7.5 tons and operates at a pressure of 10,000 psi. It can break tire beads for the Curtiss C-46 and for the Douglas C-47, DC-4 and DC-6; time consumed is approximately 20 minutes per operation.

The machine took 68 man/hours to build and cost US$78.00.

The smaller machine, also operated by a hydraulic hand pump, has a capacity of 3.5 tons and operates at a pressure of 5,000 psi. It can break tire beads for the following planes: Helio Courier, Pilatus Porter, Dornier DO-28, Beech C-45 and de Havilland Caribou DHC-4. It can get the job done in five minutes flat.

The machine took 42 man/hours to build and cost US$50.00.

The value of the new and improved equipment developed by Mr. Bernardo, with the help of PMD personnel, cannot be measured only in the money saving resulting from economies in time, labor and material. Even greater benefits are realized by the entire Air America organization at Saigon through reduced injuries, physical and mental strain and greatly improved employee morale which stems from better working conditions.

AAM'S RMD/KAD BASEBALL TEAM

Air America's RMD/KAD baseball team recently participated in the 12th Annual All-Okinawa Inter-Posts Tournament. Our team won five games and was selected "best eight" out of the 161 teams participating.

Members of AAM's Baseball Team RMD/KAD. From left to right (standing), S. Murayama, M. Shima, S. Taira, T. Oshiro, Y. Sunakawa, S. Tokashi and (front row) C. Takamine, M. Tokumura, T. Shimabuku, N. Shinjo and N. Nakazato.

* * * * * *

STEVENS P.T.A. PRESIDENT

Mr. Thomas T. Stevens, RMD Supervisor for Air America at Kadena was recently elected President of the P.T.A. of Christ The King School. This is Tom's first tenure and he will hold the office throughout 1969.

Mr. Thomas T. Stevens

Tom's wife, Ann, was re-elected secretary of the P.T.A. for her second term.

Christ The King School, located in Ojana, Okinawa is an international school and has an enrollment of approximately 950 stduents in grade and high schools. The Stevens have three boys enrolled in grades 7, 8 and 9.

Udorn's Powerhouse where diesel-driven generators supply all the electricity for the Base. Bridge in foreground is over the Mad River.

Udorn's Water Plant incorporates modern water purification system.

AAM's Traffic Building (AAM LOG VOL. I., No. 1., pp. 2-3). Passenger Lounge is in foreground, Traffic Warehouse in background.

Udorn's Admin/Ops Building looking north; new wing is at right (AAM LOG VOL. II, No. 4, p 1).

Spread at UDN's Club Rendez-vous. Center rear is Mr. S. Y. Chang, Chinese Headwaiter in charge of all Club dining room employees. At his left is Thai waitress Miss Lumyai Boonyen; at his right is Thai waitress Miss Sommrit Kamchompoo.

Aerial view of main complex, AAM/UDN. Shown are: (1) Admin/Ops. Bldg.; (2) New Wing; (3) Club Rendez-vous Dining Room; (4) Club Office; (5) Club Pool; (6) Club Pool-Side Snack Bar; (7) Club Theater; (8) Main Gate; (9) School House; (10) BM's House; (11) Utility Bldg.; (12) Old Power House; (13) Thai Snack Bar; (14) Hangar Bays; (15 & 16) Supply Warehouses.

Thai Staff Nurse Anong Sriveang administers to Thai Clerk I Prayoon Chantanapanunt in AAM's Udorn clinic.

UDORN: AIR AMERICA'S BIG BURGEONING BASE

by: C. L. Lane, AABM/UDN

The mission of Air America, Udorn, is to fulfill contractual obligations to various agencies of the U.S. Government. This mission covers a broad scope of activities in Southeast Asia — such as airlifting passengers and cargo, aircraft maintenance, and many related projects. That Udorn has met all its obligations competently is best demonstrated by the Base's rapid expansion and its swift personnel build-up.

Udorn's flying fleet is composed of a variety of rotary- and fixed-wing aircraft; helicopters predominate however. An average monthly fleet count would be approximately 29 choppers — both piston engine and turbine powered — versus only two or three fixed-wing planes. The aircraft were selected to best meet the basic requirements of airlifting passengers and cargo into sometimes very difficult areas.

Because Air America aircraft operate over very rugged — and sometimes insecure — terrain which is virtually inaccessible to ground vehicles, the highest overhaul standards are mandatory. Udorn's modern maintenance facilities, coupled with a cadre of highly trained, dedicated technicians, assure that operational hazards are kept to an absolute minimum. This maintenance force is kept current on latest developments through vigorous and continuing training programs.

In addition to routine maintenance, AAM's Udorn shops have performed remarkable mechanical feats in rebuilding badly bent flying machines.

All departments of the Udorn Base — Flying (Fixed-Wing & Rotary-Wing), Operations, Traffic, GMD, GTD, Accounting, Personnel, Security, Supply, Medical, Fire Brigade and Club Rendez-vous, take pride in their individual accomplishments. But they fully realize that teamwork and cooperation among all departments is essential to a successful and efficient overall organization. That is their goal.

Udorn's Engine Build-Up Shop. Row of Wright R-1820-84 powerplants for Sikorsky UH-34 helicopters can be seen at right.

Technical Services — Administration & Training Building.

Air America's Udorn School House.

Air America's Club Rendez-vous Office.

AIR AMERICA LOG ★ แอร์อเมริกา

BOLT STARTS BLAZE— YOSPIAM STOPS BLAZE

by: William C. Yarbrough SZ/LS20

"A single blistering bolt of lightning struck mobile refueler #3 (containing 115-145 octane helicopter fuel) at our Sam Thong, Laos, station such a hammering blow that a quantity of fuel was forced out of the equipment on to the ground under the refueler; it ignited instantly.

"Boonplod Yospiam, Air America's Thai POL Leadman at Sam Thong, immediately assessed the explosive possibilities of the situation since the refueler was then temporarily parked at Air America's POL dump. Instructing all other AAM personnel around to depart the area immediately, he raced 50 feet to fetch the

Mr. Boonplod Yospiam

first fire extinguisher he could get to and single-handedly smothered the growing blaze. His prompt and brave action certainly saved the refueler from damage — and possibly from total loss. Moreover, by eliminating the chance of refueler explosion, he protected the entire POL dump from possible disaster.

"Yospiam gave absolutely no thought to his own welfare — he exhibited courage and devotion to duty to AAM personnel and AAM equipment far and above any normal requirement.

"I was an eye witness to the above described incident."

Editor's note: With this account of quick action and staunch bravery, we welcome Sam Thong to our editorial pages. SZ/LS20 has assured us of a continuous supply of copy and pix from his picturesque outpost station.

An Air America Bell 204B helicopter taking off from AAM's Base at Tan Son Nhut Airport, Saigon.

VIETNAM INCIDENT

by: George L. Christian, III — Editor

AAM's Bell 204B helicopter N8512F was working out of Tra Vinh, a village in the Mekong Delta recently. Crew was Captain H. L. Barker, First Officer H. F. Miller and Flight Mechanic G. Pettie.

The aircraft took off from the hamlet of Dai An at 1430L. It was about 100 meters northwest of the village perimeter on a course of 330° and at an altitude of approximately 150-200 feet when a 10-second burst of small arms fire chattered at the chopper. One round hit the machine's transmission, resulting in complete loss of oil pressure.

Captain Barker immediately sent out a "Mayday" and landed at his point of take-off. There were no injuries to the four customer passengers or the three Air America crew members aboard; nor was the helicopter damaged in landing.

The area was quickly secured by a PRU (Popular Reaction Unit) contingent.

Captain Barker's distress call was heard by another air America chopper pilot, Captain L. Luckett, who was flying his Bell 204B, N1307X, about 50 miles west of Dai An. His crew consisted of First Officer C. D. Kendall and Flight Mechanic A. W. Null.

Captain Luckett instantly diverted to Dai An to evacuate the passengers and crew of 12F, arriving about 20 minutes after the distress call. En route to Dai An, he set up gun ships and fire support for the downed personnel. Because of his alertness, three Huey Cobra gun ships and two F-100 fighters arrived in the vicinity of Dai An about 15 minutes after 12F was damaged — before he himself arrived on the scene.

With a magnificent display of coordination, a CH-47 Chinook retriever chopper arrived from one spot (Can Tho) and a UH-1 Huey with the necessary retrieval rigging arrived from another spot (Vinh Long), one right after the other, permitting 12F to be lifted out of Dai An only one hour after it was forced down.

While 12F was being air-lifted to Can Tho, AAM/Saigon flew the required repair crew and parts to Can Tho in a 20 the retrieval Chinook and maintenar. 204B arrived simultaneously.

AAM crew chiefs Stanley Shim, Vernon Durham (Americans) and Francisco Bigay (a Filipino), repaired 12F and it was airborne again at 1730L — just three hours after it had been hit. A richly deserved "Well Done" to all hands.

Right to left are: Vernon Durham, Francisco Bigay and Stanley Shim, the AAM crew chiefs who repaired 12F. Far left is Richard Lister, Acting MFD/RW/SGN.

"YOU CANNOT FLY WITHOUT SUPPLY"

AIR AMERICA LOG ★ AKLAT SULATAN NG AIR AMERICA

Artist's rendering of a pair of Budd Company Plane-Mates servicing an airliner. New concept in airport vehicles can withstand maximum cross-wind of 100 mph, according to Budd officials.

PLANE-MATE: A NEW BOARDING CONCEPT

A new concept in transporting airline passengers between terminals and airliners has been proposed by The Budd Company of Philadelphia.

Called "Plane-Mate", the new, 25-ton special purpose vehicle is described as a "boarding area on wheels"; it has a [illegible]al capacity of 100 passengers. Base price is approximately $200,000 and total empty weight is 50,000 lbs.

The Plane-Mate is designed to accommodate all present and proposed passenger jet aircraft. The vehicle's pod can be elevated and lowered to match aircraft sill heights between 6.5' and 18.5'. Pod raising or lowering time is 55 seconds. The Plane-Mate can approach the aircraft at angles up to 37° allowing it to service any passenger doors on all present and proposed aircraft with the exception of an overwing door.

The passenger pod interiors, which will be supplied to airline color and seat configurations, feature carpeted floors and high impact-resistant plastic trim to provide rugged wearing surfaces and ease of maintenance. The use of two wide aisles, each 3 feet, 9 inches wide, reduces Plane-Mate loading times to provide maximum passenger flow and to minimize aircraft ground times. The pod configuration can be modified to provide low- or high-density seating, should a carrier wish separate first and economy class areas.

The vehicle's passenger pod is 48 feet long and 14 feet wide and is mounted on a four wheeled chassis with a 23 foot wheel base. The Plane-Mate is powered by a gasoline engine which drives the unit at a maximum speed of 19 mph. In a typical loading cycle, Plane-Mate's passenger pod can be elevated at the terminal to receive passengers, then lowered and locked to the chassis for travel to the aircraft, then elevated again to discharge passengers horizontally into the aircraft through its loading doors. Plane-Mate can be elevated to the floor level of a variety of aircraft including the Douglas DC-9, Boeing 737, BAC 111, DC-10, Lockheed 1011, and the Boeing 747, and to the ground or second level portals of all present and proposed airport terminals, according to Budd Company spokesman. The minimum clear turning radius of the vehicle is 55 feet.

When the Plane-Mate is in contact with the aircraft a weathertight seal is made between the vehicle and the aircraft to protect the passengers from the elements. The Plane-Mate is equipped with automatic positioning systems which enable it to follow the aircraft through both vertical and lateral excursions.

The vehicle is equipped with environmental control systems which provide both air-conditioning and heating as required.

Budd is actively proposing its Plane-Mate to airline and airport officials.

"FIND A WAY YOU CAN—NOT A REASON YOU CANNOT"

AIR AMERICA SAFETY MEMO

SUNBATHING AND FLYING

Courtesy: *Safety Division*

Poor night vision may have an effect on one's susceptibility to spatial disorientation. This is a good reason for enhancing dark adaptation. The following, extracted from a 7th Air Force Consolidated Aerospace Medicine Report, explains the effect of prolonged bright daylight on night vision.

"A pilot was lost due to spatial disorientation or vertigo during an over-water two-ship join-up on a very dark night. The lead pilot reported a barely discernible visual horizon. Medical review of the final accident report revealed that the missing pilot had spent several hours sunbathing on the afternoon of that day. A quote from McFarland's HUMAN FACTORS IN AIR TRANSPORTATION is pertinent: 'Exposure to bright sunlight also has an adverse influence on night vision. In a series of carefully controlled observations, individuals exposed to intense sunlight near the sea for only two to five hours have shown definite impairment in their night sensitivity. Dark adaptation thresholds rose on the average by about 0.2 log unit indicating a loss of 30 to 50 per cent in visual function as compared with normal. This effect declines with time, but a 0.15 long unit increase in threshold was noticed five hours after exposure. Since the effect is cumulative, flight personnel who work or play in bright sunlight and are on call for night duty should wear suitable sun glasses to maintain their gross sensitivity. Exposure to intensive glare may occur during relaxation on the beach or when flying into the sun, above clouds, or over water or snow.'

"It is just possible that relaxation in the afternoon sun may have raised the man's dark adaptation threshold enough to have cost him perception of the dim natural horizon, leaving him blind to the one sure cure for spatial disorientation. . ."

AIR AMERICA MEDICAL MEMO

Starting with this — the first issue to appear in 1969 — we are inaugurating a new feature in the AAM LOG: AIR AMERICA MEDICAL MEMO. This feature is being made possible through the cooperation of Dr. R.Y.H. Lee, Chief, Medical Department and his staff. —ED.

CORONARY ATHEROSCLEROSIS: ITS RELATIONSHIP TO MILITARY FLYING AND AVIATION ACCIDENTS

Cornary atherosclerotic heart disease has been referred to as the major chronic disease hazard to present aircrew performance and efficiency.

Aircraft accidents attibutable to coronary artery disease have often generated undue publicity and alarm. Some students of the problem believe that total hours flown and types of aircraft affect the condition of coronary arteries. A study was made of over 200 autopsies of military pilots who had varying degrees of coronary atherosclerosis. The data accumulated demonstrate that total hours flown (when the age factor is considered) and the type of airplane operated are neither statistically related nor are they contributory to the severity of coronary atherosclerosis in pilots.

Moreover, a 10% random sample of military aviation accidents studied by the Armed Forces Institute of Pathology over a recent 10 year period demonstrates that coronary artery problems had a causal 0.4% relationship to military aviation accidents.

Extreme conservatism is recommended in implicating coronary artery disease in an otherwise inexplicable aircraft accident. Drastic elimination of older aircrews will not significantly reduce aviation accidents.

The above was extracted from the resume of an article by Captain Harold T. Scheinman, USAF Medical Corps which appeared in the December, 1968 issue of AEROSPACE MEDICINE.

AIR AMERICA LOG

Editor
George L. Christian, III
Published by:
AIR AMERICA, INC.
Field Executive Office
Kadena Air Base, Okinawa
APO 96239
Photos p. 1 courtesy of SZ/CNX

SNAFU SECTION

WHY I WANT TO BE A PILOT

Courtesy: Flying Division

"When I grow up I want to be a pilot because it's a fun job and easy to do. That's why there are so many pilots flying around these days. Pilots don't need much school, they just have to learn to understand numbers so they can read their instruments. I guess they should be able to read road maps too, so they can find their way if they get lost.

"Pilots have to have good eyes to see through clouds, and they can't be afraid of thunder or lightning because they are so much closer to them than we are.

"The salary pilots make is another thing I like. They make more money than they know what to do with. This is because most people think that flying is dangerous, except pilots don't because they know how easy it is. I hope I don't get air-sick, because I get car-sick, and if I get air-sick I couldn't be a pilot, and then I would have to go to work."

Anonymous

"One of the world's greatest tragedies is the murder of a beautiful theory by a brutal gang of facts."

"Stopping a fire is everybody's business."

"Handle all aircraft parts like eggs", slogan at Air Asia's MMB, Tainan.

"When you are good to others, you are best to yourself."

AIR HISTORY (Item 7)

1804. The first airplane, in the form of a model glider, was made by British aviation pioneer Sir George Cayley.

Printed by China Color Printing Company, Inc., Taipei, Taiwan, Republic of China
6M 3/69