

Congratulations

35 Years

J. F. Johnson—Director, Parts Sales, INT-FB
H. J. Brendle—Technician, INT-FB
C. W. Gough, Jr.—Assistant Vice President-
General Aviation Group, INT-
FB

30 Years

P. S. Snell, Jr.—Captain, ATL
J. D. Hoots—Director of Shop Maintenance,
Accessory Equipment, INT
W. W. Cook, Jr.—Station Chief, ATL
A. H. Holland—Purchasing Agent, INT

25 Years

J. Baum, Jr.—Fleet Service, ORF
D. M. Shanks—Assistant Vice President, INT
J. L. Kendrick—Supervisor, PKB
G. R. Welborn—Captain, INT
R. H. Knight—Lineman, INT-FB
R. S. Macklin—Technical Assistant to the Vice
President of Maintenance and
Engineering, INT

20 Years

M. J. Judge—Agent, ORF
J. W. Starr—Agent, TRI
C. H. Widener, Jr.—Captain, ILM
T. F. Young, Jr.—Cargo Manager, ATL
J. L. Plemmons—Purchasing Shift Supervisor,
INT
W. H. Hogan—Avionics Technician, INT

15 Years

J. C. Howard—Technician, INT-FB
G. D. Edwards—Accountant, INT
J. R. Gwynn—Technician, INT-FB
C. E. Roberson—Aircraft Records Coordinator,
INT
J. G. Walker—Manager, General Accounting, INT
R. R. Rush—Station Manager, RIC
T. L. Brown—Mechanic, INT
R. L. Bowen—Supervisor, CVG
F. D. Underwood—Lead Mechanic, INT
C. W. Burton—Utility Service, ILM

10 Years

D. C. O'Neal—Supervisor, ORF
J. D. Allred—Mechanic, INT
R. C. Reavis—Agent, INT
J. W. Strowd—First Officer, ILM
J. N. Brown—Agent, FAY
W. D. Hauser—Accountant, INT
C. B. Butts—Agent, ORF
M. C. Hill—Executive Secretary, INT
A. G. Caudill—Agent, AVL
D. E. Cline—Avionics Technician, INT
R. Brown, Jr.—Fleet Service, INT
W. L. Mabry, Jr.—First Officer, ILM
O. D. Moore, Jr.—Captain, ROA

L. L. Mullis—First Officer, ORF
R. B. Arthur—Mechanic, INT
S. McLendon—Janitor, INT
W. S. Cooper—First Officer, ATL
J. A. Cain—First Officer, INT
R. B. Choate—First Officer, ATL
D. B. Crouch—First Officer, ILM
L. J. Damelio—First Officer, INT
G. E. Everest—First Officer, ROA
H. A. Horrell, Jr.—First Officer, ATL
J. L. Cole—Agent, MEM
P. D. Foster—Agent, BLF
S. R. Johnson, Jr.—Agent, DCA
L. C. Moore—Fleet Service, ATL
B. W. Nilsson—Assistant Manager, General
Aviation Group, ALE-FB
W. F. Rankin—Station Manager, CHS
J. K. Routh—Agent, ATL
J. G. Setlock—Agent, DCA
T. W. Porter—First Officer, INT
G. G. Ward—First Officer, ATL
T. B. Newman—Agent, RIC
H. S. Mabe—Computer Operator, INT
D. I. Barton—Helper, INT-PFC
K. J. Harris—Agent, AVL
S. E. Hendrick—Assistant Superintendent in Shop
Maintenance, Sheet Metal and
Welding, INT

G. M. Carman—Agent, SDF
M. A. Yeatts—Agent, INT
S. K. Warren—Secretary, INT-PPS
A. E. Moore—Mechanic, INT
A. I. Beamon, Jr.—Mechanic, INT
B. E. Black—Flight Attendant, ATL
L. J. Jobe—Flight Attendant, ORF
L. C. Schroeder—Flight Attendant, ORF
K. A. Masterson—Flight Attendant, ORF
B. G. Semones—Flight Attendant, ORF
E. L. Watson—Stock Clerk, INT
E. E. Hatcher—Building Maintenance, INT-FB
D. Callahan—Agent, SDF
R. W. Dunkle—Instructor, Ground School, INT
E. M. Sullens—Agent, AVL
H. D. Wagner—Ticket Agent, FTJ
R. V. Anderson—Agent, DAN
S. D. Hutt—Agent, ROA
J. G. Bledsoe—Senior Res Agent, CRO
C. C. Canterbury, III—Agent, LWB
J. E. Cruise—Agent, ROA
R. H. Evans—Avionics Technician, INT
D. R. Chinn—Avionics Technician, CVG
J. W. Long—Mechanic, INT
J. D. Brewer—Mechanic, Line Maintenance, INT
D. H. Baity—Mechanic, INT
D. L. Macemore—Stock Clerk, INT
J. E. Rothrock—Cabinetmaker, INT-PFC
B. G. Martin—Supervisor, Post Training
Operations, INT-PFC
R. R. Maney—Technician, INT-FB
D. G. Vestal—Stock Clerk, INT
J. E. Doub—General Manager, INT-PFC
W. T. Clark—Manager, Operations Control, INT
R. S. Long—Agent, ATL
S. M. Skaggs—Agent, ATL
R. D. Frye—Flight Dispatcher, INT
R. D. Thornton—Agent, GSO
G. S. Calhoun—Agent, SDF
M. L. Coan—Agent, DCA
W. R. Sanderlin—Supervisor, CLT
T. F. Yaden—Agent, SDF
R. M. Hook, Jr.—Agent, PHF
R. J. Dillon—Senior Specialist, Building
Maintenance, INT
W. P. Frazer—Mechanic, INT
C. P. King—Operations Controller, INT

J. V. Santo, Jr.—Automotive Mechanic, DCA
G. A. Litchard—Manager, ROA-FB

5 Years

H. N. Thomas, Jr.—First Officer, INT
L. R. Wagoner—Supervisor, EWR
C. C. Hathaway, Jr.—Agent, ORD
R. S. Wolfe—Mechanic, ATL
J. T. Taylor—Senior Res Agent, CRO
K. H. Scott—Senior Res Agent, CRO
S. D. Caudle—Senior Res Agent, CRO
E. D. Polley—Senior Res Agent, CRO
C. D. Barker—Senior Intermediate Res Agent,
CRO
T. M. Burton—Mechanic, ILM
R. G. Oliver—Engine Services, INT
G. G. Bowman—Stock Clerk, INT
D. K. Vandiver—Technician, INT
K. M. Roberts—Officer Manager, ROA-FB
J. L. Hale—Agent, ROA
R. D. Gordon—Technician, INT-FB
L. C. Tolerton—Flight Attendant, ORF
D. A. Earle—Flight Attendant, ORF
T. C. Welch—Credit Union Manager, INT
V. B. Penry—Office Manager, INT-PFC

Around the system

Transfers

J. A. Simmons, DCA to INT
S. Day, CLT to CAE
P. S. Cherry, RWI to RIC
D. P. Mahoney, INT to ROA
L. G. Hill, ATL to ORF
J. E. Stevens, Jr., LGA to ATL
H. G. Carter, INT to LGA
H. H. Brown, CVG to ORF
J. W. Furr, RDU to CLT
B. L. Braswell, RWI to DCA
M. L. Willoughby, FLO to DCA
T. F. Wintz, ROA to OAJ
R. W. Tucker, MEM to CLT
C. L. Gray, Jr., ORF to MEM
R. B. Parker, ILM to INT
J. D. Hodges, ORF to ATL
J. L. Konkle, ORF to INT
W. A. Gilbert, GSO to RIC
T. L. Litchard, DCA to INT
E. E. Cassell, ORF to ROA
J. H. Burton, ILM to INT
C. E. Southern, ATL to ROA
R. B. Sanford, HTS to RDU
S. L. Bryan, DCA to ORF
T. E. Sanderson, DCA to ROA
S. T. Hancock, ORF to ATL

Retirees

R. H. Easley, Maintenance Supervisor, INT
C. E. Pitts, Stock Clerk, INT
H. H. Hutcheson, Jr., Captain, INT
H. F. Murray, Executive Director, Piedmont
Aerospace Institute, INT
W. E. Bost, Captain, ILM
N. Y. Webb, Inspector, INT
L. W. McNames, Director of Flight Standards-
Flight Operations, INT
C. E. Collins, Mechanic, ROA
C. E. Mullins, Avionics Aircraft Controller, INT
A. M. Chandler, Cleaner, INT

What's wrong . . .

(continued from page five)

few months.

Airports are crowded outside, too; planes line the aprons as thickly as people clog the terminals. This congestion is serious because it involves safety — a category quite separate from mere discomforts and delays. At La Guardia in New York some 420 scheduled air-line operations a day are handled every day; and as many as 300 other flights — Army, Navy, unscheduled, cargo and private — may also take off or land. Traffic has reached a peak of 53 planes per hour. Heavy traffic in good weather is not dangerous, but storms and fogs mean dollar losses, delays and danger.* Electronic aids to all-weather flying are being developed, but this winter the air lines will have only their old safety formula to rely on: the cancellation of flights. And nothing destroys good will so swiftly.

How much of the present boom traffic of the air lines can be translated into permanently profitable operations depends largely on management. Most air-line executives are youngish, keen, aggressive, tough. They are rightly proud of their pioneering achievement; some find it hard to accept the unromantic fact

that their problems are growing more and more to resemble those of the railroad man.

With few exceptions the air-line executives are equipment-minded. Many were flyers themselves and know infinitely more about planes than about organization. Some have been so out of touch with traffic that when they actually encounter their own service as passengers they are appalled. But their future depends on the cantankerous, demanding passenger, not on the beautiful planes they love so much.

Too few of the air-line executives seem aware of the fact that the present emergency is critical, that the success of their response to this challenge will determine their own individual fates.

Consider personnel policies. No matter what the executives think, the air-line employee in 1946 is not a satisfied employee. His dissatisfaction is very simple: money. Air-line employees as a group are not well paid; this holds true all the way up to vice-presidents. Highly responsible officials in many air lines often make no more than \$300 a month. Recent figures are unavailable, but in 1944 the average pilot made only \$660 a month; the co-pilot only \$234; stewardesses only \$139. The low pay began in the old days when flying was so glamorous that men worked for nothing just to be near airplanes. It is hard for the pioneers to believe that many of those lost in the

anonymity of a company's 10,000 employees now regard air lines as no more glamorous than bus lines.

One reason the passengers get pushed around is that so many air-line employees have not yet been trained properly, for lack of time. Recently an office clerk was made a stewardess in the morning, and took her first airplane flight that afternoon. This year many employees have literally been yanked into jobs, and trained on the job under acute pressure. This fact, contrasted with the once-superb employee-training program, accounts for many of the service defects today.

In the nontechnical phases, the air-line executive relies heavily on the sense of "feel." Good market research and analysis of the scale and precision common in big business are virtually unknown. In the equipment-buying spree that has committed the air lines to \$350,000,000 worth of new and converted planes, the question of how all the planes are to be got through the bottle neck of the obsolete airports certainly was not given much consideration. Bigger planes, carrying more passengers faster, can only compound the confusion.

President W. A. Patterson of United Air Lines, one of the few businessmen operators, at least has recognized the gravity of the situation. Last May he appointed an emergency committee, consisting of his top four vice-presidents, and

ordered it to drop all other duties, visit all United airports, and take on-the-spot action to remedy every quickly remediable deficiency.

The group, labeled by employees the "Atomic Committee," proceeded from town to town. At each stop the entire operations, traffic and reservations staff was called in for long, frank beef sessions, at which all suggestions were seriously studied on the spot. This procedure got some results. The immediate expenditure of \$1,500,000 was authorized in the field.

The greatest asset of the air lines is the American faith in the air. It is not a wasting asset, for it is inconceivable that the American will ever return to the earth no matter how badly the air lines are managed. For every disgruntled passenger who has returned to the Pullmans, two or three have deserted the trains. It will be a great shame upon the air-line operators, however, if they fail to meet the challenge that faith in the air has created.

Fairly or unfairly, the flying public holds the air lines responsible. Patient and long-suffering today, the passenger is also the U. S. public, and if he gets pushed around too much he invariably fights back. The best way for the air lines to keep out of hot water is for them to run their business better.

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*See "Is the Air Full?," The Reader's Digest, September, '46.