Dental Institute Elevates 4 Programs to Sections And Names New Chiefs

Dr. Seymour J. Kreshover, Director, announced the establishment within NIDR of four new sections devoted to studies of physiology, cell biology, connective tissue, and neurology.

Drs. Micah Krichevsky, Herbert L. Cooper, George R. Martin, and Abner L. Notkins, respectively, were named chiefs of the new sections.

Elevation in organizational structure of these scientific programs recognizes their significance to the mission of the Institute and permits a meaningful visibility to the scientific and lay communities.

Concurrent with the above actions, Dr. John E. Folk was named Chief of the Institute's Enzyme Chemistry Section.

NINDB Seeks Washington Area Twins To Participate in Eye Research Study

Four hundred sets of twins participating in a study of eye development and disorders are making a needed contribution to the study of the eye. The investigation, which began in 1964 with establishment of the Twin Register for Eye Examinations, is being conducted by the Section on Ophthalmic Field and Developmental Research of the Epidemiology Branch, C and FR, NINDB.

Facilities at the Washington Hospital Center are being used by investigators to examine twins already participating in the study and new volunteers. The physicians are seeking both identical and fraternal twins.

They are interested in examining twins with normal eyes as well as those who might have an eye disorder. The only requirement is that both members of each set of twins live in the Washington area and be available for examinations on an out-patient basis. Twins of all ages are acceptable, although those in the middle and older age groups are especially needed.

All volunteers receive complete eye examinations free of charge. This exam includes tests for re-

Lucky Name Drawing Oct. 19 Will Mark Anniversary of New Suggestion Program

RECENT AWARD MADE UNDER SUGGESTION PROGRAM: Dr. Kenneth M. Endicott, Director of the NCI, presents cash award and DHEW-PHS citation to Dorothy H. Fisher, administrative clerk, OD-NCI, for the submission of a suggestion beneficial to the service. Mrs. Fisher's suggestion involved streamlining the forms and procedures used to grant and rescind delegations of signature authority.—Photo by Ralph Fernandez.

Before long the new Employee Suggestion Program will be a year old, and, according to O. L. Grabiner, NIH Suggestion Coordinator, celebration plans are already underway.

Any money-saving or service-improvement idea submitted to the Employee Suggestion Program before Oct. 19 will be eligible for a double reward—a chance to win a $50 bonus if the name of the employee making the suggestion is drawn plus a cash award if the suggestion is adopted.

The NIH Recreation and Welfare Association is donating the $50 prize money. The drawing will be made from names of NIH employees submitting suggestions whether or not the suggestions are adopted.

To participate in the drawing, employees on the reservation who have submitted suggestions should bring their signed acknowledgment slips to the R&W office, Bldg. 31, Rm. 1A18. Off-reservation employees may send their slips to the NIH Suggestion Coordinator, Bldg. 1.

DEHS, AEC Complete Interagency Agreement On Research Efforts

An interagency agreement was recently completed between the Division of Environmental Health Sciences and the United States Atomic Energy Commission, Division of Biology and Medicine, in which DEHS is to provide funds in the amount of $100,000 for a research project to be undertaken by the Oak Ridge National Laboratory.

DEHS has entered into the agreement for the purpose of utilizing the skills of the Oak Ridge National Laboratory in chemical engineering, chemistry, and technology in investigating certain aspects of smoking and health problems.

This investigation into certain problems relating to smoking and health is part of a coordinated effort with the National Cancer Institute which has supported research efforts in this area in previous years.

Special Coverage of Presidential Visit to NIH — See Page 5
Red Cross 'Teens' Active at Clinical Center

As Connie Pansyl, a Red Cross "Teen," learns the metric system of serving patients water at the Clinical Center, she is observed by Margaret Musgrave, Instructor in the Nursing Department, Education and Training Section. Members of the class are, front row (1 to r), Barbara Bloom, Marilou Nikstaitis, Barbara Couper, and Kay Sophar; back row, Margie Mertz, Gail Hokanson, Nancy Wineburgh, and Chris Melick.—Photo by Tom Joy.

Red Cross "Teens," girls ranging in age from 16 to 19, are taking a more direct role this summer in patient care activities at the Clinical Center. Seventy-five of the girls are serving as helpers in the Patient Activities Section, Occupational Therapy, Blood Bank, and, for the first time, on nursing units assisting nurses and unit clerks.

It is a busy summer for most of the girls. Some of them have summer jobs; others attend summer school. They schedule their Clinical Center activities around these other tasks; the result is that the CC is brightened by their presence every day of the week until late in the evening.

Training Is Varied

They underwent a Red Cross training course, then special instruction in their CC duties. The 50 girls who are helping on the nursing units learned to make beds the hospital way, to accompany patients to appointments, and to help patients eat. In learning to serve fresh water, the young volunteers were introduced to the metric system and learned the importance of careful measurement of a patient's liquid intake.

They were introduced to their expanded duties by personnel of the CC Nursing Department's Education and Training Section. Irma Monlux, R.N., is chief training officer.

Mrs. Roland Haynes, of Chevy Chase, an American Red Cross Hospital Volunteer, is in charge of the program for the Teens. Nearly all of the girls are from near-by suburbs, and many have had close ties to NIH in the past. For example, 13 have parents or grandparents who work for NIH.

PAPER CLIPS

1. Prompt completion of form NIH-429 (formerly PHS-3977), Report of Name, Address, Office and Telephone Number, for each new employee, visiting scientist, consultant, or guest worker is important.

2. This form should also be used for address and telephone changes, transfers, or separations.

Immediate return of the form is necessary to maintain current and correct personnel locator files for mail delivery, telephone calls, parking permits, and health records.

To submit material for this column, call Steffie Suwan, Ext. 4270.
Amelia Burgess, NHI chemist, places vials in a liquid scintillation counter.
—Photo by Ed Hubbard.

A native of Coatesville, Pa., Amelia's interest in chemistry first developed during her senior year at Coatesville High School. Working in the chemistry laboratory at the school was her first step toward a science career.

Education Described
Amelia completed her undergraduate work at Eastern Baptist College in St. Davids, Pa. in 1961 and obtained her M.S. degree at Howard University in 1963. At Howard she majored in organic chemistry, presenting her thesis paper on "Synthesizing and Determining Structure of the Several Phenothiazine Derivatives."

Since coming to NIH in October 1963, Amelia has participated in the professional education program offered here, completing courses in nuclear magnetic resonance and chromatography and spectroscopy which are used to study biosynthesis.

Problem Is Complex
Investigators now assume that many of the chronic eye disorders of unknown etiology result from an interplay between heredity and environment. Previous investigations have demonstrated no simple pattern of inheritance or an obvious environmental agent as the cause of many of these diseases.

Because identical twins have the same genetic make-up, inherited characteristics are usually seen in both members of the twinspacehip. Since fraternal twins do not have the same genes, examining and comparing twins offer a unique method of studying the role of inheritance underlying the development of ocular characteristics.

Disorders Puzzling
Several of the disorders whose cause and development still puzzle investigators are cataract, peripheral retinal degeneration, senile macular degeneration, diabetic retinopathy, chronic simple glaucoma, strabismus, and vascular alterations of the retina and choroid in normalcy, aging, and in degenerative disorders.

In addition, investigations of the normal structure and function of the eye include all measurable characteristics of the visual system.

TWIN STUDY

(Continued from Page 1)

Tommy Bryant Retires—Spent Entire 32 Years, 10 Months of Service at NIH

Tommy Bryant (right) discusses the new automatic media dispensing machine with (l to r) Russell Rachel, assistant supervisor of the media unit; George Gardner, chief of the media and glassware preparation section; and Robert Grubbs, successor to Mr. Bryant.—Photos by Ralph Fernandez.

Like many of us, Tommy Bryant is the hometown boy who made good and bad. He also made it through 32 years and 10 months with the Federal Government, all with NIH.

Mr. Bryant retired recently from the Division of Research Services, where he was Chief of the Media Unit, Media and Glassware Preparation Section, Laboratory Aids Branch.

He didn't want "any fuss" made over him, so his co-workers held a small party and presented him with an engraved plaque. Tommy wrote a letter of his appreciation for this to the NIH Record. The letter, however, does not reveal anything of Tommy's career.

He was born in the small Shenandoah Valley town of Spottsylvania, Va. in 1911. At age 14, he left home, unannounced. His sister gave him train fare to Washington, D. C. He arrived at Union Station with $1.37 in his pocket. There were two ways to go—up, and to his uncle's, across town.

He obtained odd jobs until joining NIH in 1934. He has seen NIH grow from 80 people to the present level of around 11,900. His first NIH position was in what he calls the "bull gang" as an animal caretaker. He explained that the "bull gang" was not an Information Office.

There were two men in the Media Unit, which now totals 26. Later, he was supervisor of the Media Section through the major growth period of NIH, from 1942 to 1959. In his most recent job, he was responsible for supervising 14 employees in preparing tissue culture media for general and experimental use at NIH. He also recommended a new filtration system that reduces time required for production of a certain medium from two man-days a week to about one-half man-days a week.

Future to Be Busy
In retirement, Tommy will continue to be active. He is a part-time printing press operator. He has a son, John, a plumber in the DRS Plant Engineering Branch, and eight grandchildren to keep him busy. He also enjoys baseball games and occasionally participating in "the sport of kings."

He plans to work perhaps a few more years, take in some sporting events, and perhaps drive around the country—maybe to California or Florida. Like they say, it is nice work if you can get it, and you can after 30 years.

In the past fiscal year Medicare has paid $2.4 billion in hospital charges for 4 million patients. Another $640 million has helped pay 25 million bills for medical services among the 19 million eligible citizens.—Public Health Service.
Dr. Philip E. Schambra and Dr. Samuel Price Join NIH Grants Associates

Dr. Schambra

Dr. Price

Drs. Philip E. Schambra and Dr. Samuel Price have been appointed to the Grants Associates Program of the National Institutes of Health.

This program, administered by the Division of Research Grants, prepares selected scientists for administrative positions in extramural research activities.

Dr. Schambra, a biophysicist, held a National Cancer Institute predoctoral fellowship from 1959 to 1961.

From 1961 to 1963 he was a research associate at the Institute for Radiobiology, Nuclear Research Center in Karlsruhe, Germany.

The University of California Donner Laboratory employed Dr. Schambra as a biophysicist from 1963 until his present appointment.

He received his B.A. degree in physics from Rice University in 1956 and his Ph.D. degree in biophysics in 1961 from Yale University.

Dr. Schambra is the author or co-author of eight scientific articles, a member of the Biophysical Society, Radiobiology Research Society, and Sigma Xi.

Dr. Price’s Background Given

Dr. Price was a geneticist with the U.S. Department of Agriculture in Beltsville, Md., for 13 years before joining the Grants Associates Program.

His most recent research involved cytogenetic and cytotaxonomic studies of sugar cane species and hybrids and the purification of virus strains causing sugar cane mottle and serological studies of those strains.

Dr. Price received his doctorate in genetics in 1952 from the University of California at Berkeley and spent 1 year at the University of Hawaii as assistant professor of agriculture.

He is the author of 19 publications and the co-author of two others.

Dr. Price is a member of the American Genetics Association, the Institute of Biological Sciences, the American Botanical Society of America, the Genetics Society of America, the International Society of Sugar Cane Technologists, and the American Society of Plant Physiologists.

Summer Job Enables Cecil B. Gilliam To Discover Aptitude for Electrical Work

Because of one lucky assignment to NIH by the Youth Opportunity Campaign, a young man has had his life’s work decided for him. This is the story of Cecil B. Gilliam, a teenager from a small Virginia town, who now has plans of becoming an electrician.

When Cecil was assigned to the Electric Shop in the Plant Engineering Branch of the Division of Research Services, he was just another youth who wanted and got a summer job. As the job progressed, however, he found himself liking the work more and more, and discovered he had a real aptitude for it.

He has been highly praised by his foreman and co-workers for his grasp of the subjects at hand and his willingness to work. In fact, since he has such an aptitude and desire, the shop foreman, James Bridgman, plans to give him an opportunity to get more and varied experience in various areas of the electrical field.

Cecil’s home town is Emporia, about 200 miles southeast of Washington, D.C., where his farmer father, his mother, and ten brothers and sisters now live.

Future Goals Noted

During the summer, he lives with a brother in Washington. He is an avid fisherman, plays basketball, likes to swim, and enjoys weight-lifting to keep in trim.

A vocational course in high school now, plus a trade school course after graduation, will enable Cecil to attain his goal of becoming a journeyman electrician. He is now a senior in high school, and the trade school has not yet been decided upon. He would like to find one in an area where he could work during the day and attend school at night. When his training is complete, he would like to move out west, perhaps to Nevada.

Practicing a fundamental task of Electric Shop employes, Cecil Gilliam, a Youth Opportunity summer worker, installs a new fluorescent tube.

Along with approximately 340 other young people at NIH, Cecil obtained his position through the Youth Opportunity Campaign. This program was initiated for the primary purpose of offering jobs to people who need money for such things as school.

The applicants for these summer jobs come here after screening at the Maryland State Employment Agency. They are again screened at NIH’s Recruitment and Placement Section, and from there are sent out on their assignments.

When this program was started last summer, Government agencies were asked to submit a request for these workers equal to 3 percent of their normal full-time strength. This summer DRS is employing 77 such workers, with the majority in PEB and the Laboratory Aids Branch. More positions remain to be filled.

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New Booklet, ‘Psoriasis,’ Says Current Treatment Offers Brighter Outlook

To many of its victims, “psoriasis,” a relatively common skin disorder, is synonymous with heartache, frustration and seemingly endless and futile treatment.

This is not necessarily the case, according to a new pamphlet, “Psoriasis,” published recently by the National Institute of Arthritis and Metabolic Diseases. Nor is the outlook bleak as it may seem to those who suffer from this insidious skin affliction.

Written in non-technical language by the NIAMD, the publication presents yet to be dispelled the despair that envelops many of its victims.

While it is true that medical science still does not fully understand the disease mechanism in psoriasis, the pamphlet notes that methods of treatment are improving to the point where positive help is possible.

Control Possible

The pamphlet points out that through diligent use of medication most cases of psoriasis can be controlled effectively. Many patients with mild forms of the disease, however, do not take the time necessary for development of the required treatment procedures.

Current research efforts are providing new knowledge as to the cause of psoriasis and further prodding should provide information necessary for development of more effective treatment and an ultimate cure for this disorder.


Barnard Is New NINDB Administrative Officer

Joseph M. Barnard has been appointed Administrative Officer, Office of the Director, National Institute of Neurological Diseases and Blindness.

Previously Mr. Barnard served as Administrative Officer to the Telephone-Standard Division, Rural Electrification Administration, Department of Agriculture. He served with the REA since 1950, and this employment also included work in management and program fields.

Mr. Barnard received his B.S. degree in Business and Industrial Management from The American University in 1949 and did graduate work in Public Administration at the same school.

Natl Williams (right) PEB Electric Shop, explains some of the basics to his summer helper, Cecil Gilliam.—Photos by Roy Perry.
President Johnson Renews Commitment to Health Goals
And Cites Importance of Basic Research on Visit to NIH

THE PRESIDENT ARRIVES AT NIH. Stepping out of his helicopter in front of the Clinical Center, Mr. Johnson is officially welcomed by (l to r) Surg. Gen. William H. Stewart, Dr. James A. Shannon, Director of the National Institutes of Health, and Dr. Jack Masur, CC Director. He also gets an enthusiastic greeting from the waiting crowd.—Photo by Robert S. Pumphrey.

Community Joins NIH
In Welcoming President

It was not the year's best kept secret.

Somehow the news that the President might be coming to NIH on July 21 at 11:30 a.m. spread across the reservation and throughout the community.

By the time the Presidential helicopter had landed in front of the Clinical Center, hundreds were gathered there to welcome him.

Neighbors Come

On hand were not just NIH employees, but many from nearby neighborhoods as well. There were small girls and boys, teenagers, mothers carrying young children or pushing baby carriages, fathers with toddlers perched on their shoulders, retired couples—all hoping for a view of the President close up.

As President Johnson stepped out of the helicopter, the cheers of the crowd rose above the roar of the rotors and followed him into the CC. And all the while he was in there, touring the laboratories and addressing the medical community, the crowd waited.

Finally their hour-and-a-half vigil was rewarded. The President came out, spoke, smiled, shook hands, then—all too soon—disappeared into the helicopter for the trip back to the White House.

Dr. Jack Masur Escorts Presidential Party
On Tour of Clinical Center Facilities

Dr. Jack Masur, Clinical Center Director, was host and escort for the presidential party as they toured the NIH research hospital.

Members of the presidential party included HEW Secretary John W. Gardner, Assistant Secretary for Health and Scientific Affairs, Dr. Philip R. Lee, USPHS Surgeon General Dr. William H. Stewart, NIH Director Dr. James A. Shannon, and others.

Dr. Andrew G. Morrow, chief of the NIH Surgery Branch, explained the surgical procedures and the innovations incorporated in the design of the wing. And all the while he was in there, touring the laboratories and addressing the medical community, the crowd waited.

LBJ Says He Wants NIH
'Billion Dollar Success Story' Told to All Americans

In one part of his speech the President called NIH "a billion dollar success story," and sounded a let-the-people-know theme.

"Today," he said, ... "two-thirds of everything spent in this Nation on health research, the Feder al Government spends.

"And you here at NIH spend 60 percent of all the Federal Government spends. So we are here where, as I said, this is a billion dollar success story.

"I want that story to be known by 200 million Americans."

Shannon, 1/D Directors
Called 'Chiefs of Staff'
In War Against Disease

In an address to NIH staff members July 21 in the Clinical Center auditorium, President Johnson renewed his commitment to good health for all people, and stressed the need for basic research.

The President also referred to a report made to him by Dr. James A. Shannon, Director of NIH, and 1/D Directors last November.

Commenting on the candor and completeness of the 200-page volume, the President added that he "would like for them to know—and for all the world to know—that I regard these men as my Chiefs of Staff in this war on the ancient enemies—sickness and diseases."

"We constantly review our strategy for attacking these major health problems that confront this nation and other nations in the world."

"The progress we are making is slow. I am glad to say, though, we are going up instead of going down."

As an example of how NIH affects the lives of all Americans, President Johnson pointed out that through research here "a new vaccine to prevent a mother from ever getting German measles has been developed."

(See CC TOUR, Page 7)

(See 'CHIEFS OF STAFF,' Page 8)
the day the President came to NIH

Crowd waits to catch another glimpse of the President when he emerges from the Clinical Center.—Photo by Roy Perry.

A smiling President reaches into a sea of outstretched hands, shaking as many of them as possible.—Photo by Ralph Fernandez.

President Johnson enters the Clinical Center with Surg. Gen. William H. Stewart (left) and Dr. James A. Shannon.—Photo by Ralph Fernandez.

The working press follows and records the President's every word and gesture.—Photo by Ralph Fernandez.
President Heads Long List of National And International Dignitaries Visiting CC

By Bowen Hosford

The President is the most important visitor of any year at the Clinical Center. (See Page 5.) The NIH research hospital, however, is an international attraction and the flow of visitors never ceases. In the first six months of 1967, almost 1,900 persons from every inhabited continent came to the CC.

Many Countries Represented

During the week that the President visited, the staff received administrators from the University College Hospital, London, and the Royal Infirmary, Manchester; orthopedic surgeons from Moscow and Munich; a government hospital architect from Buenos Aires; an instructor in internal medicine from National Taiwan University; a radiologist from the University of Geneva; virologists from the Institute of Hygiene in Montevideo; and 42 biology teachers from a summer institute at the University of Maryland.

CC Is Model

When a hospital is in the planning stage, the planners oftentimes think of the CC. In early July, for example, a group visited from Karolinska Institute in Stockholm, where a teaching and research hospital of 1,800 beds will be built.

Forthcoming visitors this year will include administrators and the architect of Guy's Hospital, a complex of three London health institutions with 1,500 beds. Future visitors will also include nearly 200 delegates from Europe and Asia en route to the International Hospital Congress, Chicago.

Foreign government officials who directly national health programs obviously believe that NIH is a "must see" place. A sampling of such visitors to the CC during 1967 includes the Minister of Health and the Director General of Health, Australia; the Minister of Health and Social Welfare, Federal Republic of Germany; the Scientific Director of the National Institute of Health and Medical Research, France; the Deputy Minister of Public Health, Bulgaria; and others.

Interests Noted

Visitors are interested, first, in seeing what is going on at NIH, then in talking to specialists in their fields of interest. Because it would take much time to see NIH in all its complexity, the visitors usually start by viewing an orientation film. It is available in six languages.

Languages are rarely a barrier because employees at NIH have volunteered as interpreters when needed. They speak 32 languages, including Gujarati (an Indian dialect); Uruba (Nigeria), and Tagalog (Philippines).

Science-oriented American visitors outnumber foreigners, of course, and the CC staff always welcomes them. Still, it's gratifying, as they observe, to be viewed as part of what is in essence the International Institutes of Health.

CC TOUR

(Continued from Page 5)

Dr. Donald Young, chief of the department’s Clinical Chemistry Service, showed an enzyme analyzer which, coupled to the computer, can perform five to ten times more tests per hour than can be done by hand and with an improvement in accuracy of 10-fold.

Dr. Ernest Cotlove, departmental Deputy Chief and also Chief of the Section for Research and Development of Automation and Computer Processing, explained the CDC 3200 computer’s ability in storage and retrieval of information.

The President met a fellow Texan, Laboratory Computer Manager John Stimpson, and remarked that his mother had been born in Mr. Stimpson’s home town, Plano, Tex.

Dr. Jack D. Davidson, Chief of the CC’s Nuclear Medicine Department, illustrated for the President how the fast-increasing use of radion isotopes for diagnostic purposes is one of the most dramatic examples of the peaceful use of atomic energy.

Dr. Davidson and Dr. William L. Ashburn, chief of the department’s Diagnostic Radiology Section, showed President Johnson devices that produce images of the distribution of isotopes after they have been introduced into the body.

The President delivers his 17-minute address to NIH medical community.—Photo by Ralph Fernandez.
President Calls Dr. Shannon, l/D Directors 'Chiefs of Staff' in War on Disease.

(Continued from Page 5)

"Our scientists are working night and day," he said, "so that we can have an adequate supply of this vaccine in the 1970's when the next outbreak of rubella is predicted for this country."

The President referred to research supported by NIH which "has developed new chemicals and techniques which are saving thousands of Americans every year from blindness."

"NIH research," Mr. Johnson said, "has speeded the development of new chemicals for high blood pressure which have already reduced death by 50 percent.

Strides Cited

"One person out of every two who would have died of high blood pressure 10 years ago is living today. One person out of five, under the age of 65, who would have died of a stroke 10 years ago is living today.

"All of these achievements are not the fruits of the Presidency of the Democratic Party or the Federal Government. They are the fruits of the world's greatest research enterprise. It knows no partisanship, no dictator, or no ruler. They are all aimed at just one thing—just one goal: a better, freer, happier, healthier life for all people.

"This morning I came here to renew my commitment to that goal; to applaud the efforts of these men—just a small percentage of whom are here on the platform—and their attempts to help us reach it—and to discuss with all those I could our future endeavors and to plan our future programs."

The President also made the point that a society which guarantees good health for all must be built upon very solid foundations.

"First and foremost of these," he said, "is basic research: the pursuit of knowledge for its own sake. Because we are human, we explore; we seek to understand the deepest mysteries of our world.

"The government supports this creative exploration because we believe that all knowledge is precious; because we know that all progress would halt without it."

Leaders on Platform

On the platform with the President when he delivered his address were DHEW Secretary John W. Gardner; Dr. Philip R. Lee, Assistant Secretary for Health and Scientific Affairs; Surgeon General William H. Stewart; Dr. Kenneth M. Endicott, Director of the National Cancer Institute; Dr. James A. Shannon, Director of NIH; Dr. Seymour J. Kreshover, Director of the National Institute of Dental Research; Dr. Richard L. Masland, Director of the National Institute of Neurological Diseases and Blindness; Dr. Paul Kotin, Director of the Division of Environmental Health Sciences; Dr. Arnold W. Pratt, Director of the Division of Computer Research and Technology. Also, Dr. Robert J. Marston, Director of the Division of Regional Medical Programs, and Dr. Thomas J. Kennedy Jr., Director of the Division of Research Facilities and Resources.

Spectators watch as the President's helicopter takes off for 8-minute return trip to the White House.—Photo by Roy Perry.
Coming Soon ... New ‘People-Oriented’ Career Development Plan for All of HEW

Who at NIH has not heard—or made—comments like these?

“Government is so impersonal.”

“My job’s not demanding enough.”

“My job’s too routine.”

“I am a human being ... do not bend, spindle or mutilate.”

“Nobody knows I’m here.”

Who at NIH has not heard—or made—comments like these?

“My job’s not demanding enough.”

“My job’s too routine.”

“I am a human being ... do not bend, spindle or mutilate.”

“Nobody knows I’m here.”

While the man who says “I am a cog” does not thereby turn into one, he can become an unproductive and ineffective employee.

This is a real concern of HEW. It is considered symptomatic of the Department’s number one administrative problem of how to get, keep—and keep happy—the managerial, scientific and professional personnel needed to staff its growing programs.

To solve this problem, Assistant Secretary Donald F. Simpson has come up with a new approach to career development that promises to widen job horizons for interested employees here and throughout HEW. It could also attract more young professionals into the Department.

Simpson Interviewed

In an interview with the NIH Record, Mr. Simpson said he shares with Secretary John Gardner a conviction that “if we want a growth in talent we must give attention to conditions which affect it.

“When a person is given an opportunity to move about, test out his abilities and widen his range of experience, chances are he will grow into what he is capable of becoming.

“As a result the organization gains in vitality. It also expands its reserves of highly skilled manpower.”

Many good career development programs already exist in the various agencies. As examples, Mr. Simpson mentioned these programs: the NIH Graduate Program, which is sponsored here by the Foundation for Advanced Education in the Sciences, the NIH Panel Promotion Plan, the Management Intern Program and the NIH Public Health Service Information Intern Program (see Page 12). He also singled out a Data Processing Course whereby the Social Security Administration “grows its own” computer operators. And, of course, there are many more equally fine programs.

It is Mr. Simpson’s plan to build on to such programs, develop others and to systematically extend them to all of HEW.

Also basic to his program is the organization of personnel work by occupational groups (financial management, nursing, secretarial services, public information, scientist, etc.) rather than by operating agencies or bureaus.

Flexibility Needed

At HEW, social workers are employed in seven of eight agencies, educators in five, physicians in six. As Mr. Simpson sees it, the personnel system must be made flexible enough to permit these and other specialists to move freely through the Department.

Every employee with a background in a career field covered by this ingenious brokerage system will be given the opportunity to participate in it. Moreover, it is to be completely voluntary.

Mr. Simpson believes the system will allow people to develop along lines they choose themselves. Meanwhile the changing manpower needs of the Department will be better served.

Career Boards Established

To give the brokerage aspect of the career development plan a firm base, Mr. Simpson and the new Acting Deputy Assistant Secretary for Administration (Personnel and Training), Dr. William G. Craig, have set up Career Service Boards.

Each Board has representatives from the employing agencies with the heaviest employer generally providing the chairman and the personnel staff services. When the system is fully operative there may be as many as 30 to 40 Boards.

So far 15 Career Service Boards have been established in these occupational categories (with names of chairmen in parentheses; names of NIH members listed).

- Attorneys (Jocel Cochen, OS)
- Automatic Data Processing (Louis Lazarus, SSA)
- Chemistry (Dr. Daniel Banes, FDA)
- Education (Dr. Wayne O. Reed, OE)
- Financial Management (James F. Kelly, OS)
- General Administration Management (John D. R. Cole, OS)
- Nursing (Margaret McLaughlin, OSG, PHS)
- Personnel Administration (Dr. William G. Craig, OS)
- Physicians (Dr. Leo Gehrig, PHS)
- Psychiatry (Dr. Stanley F. Yo!les, NIH)

(See CAREER, Page 11)
Vernon N. Taylor of DRS Arbor Unit Keeps Office Hours in a Swinging Tree

Observing Vernon N. Taylor at work beats bird watching.

Mr. Taylor, a tree man in the Arbor Unit of the Grounds Maintenance and Landscaping Section, Plant Engineering Branch, Division of Research Services, most recently caught the eye of interested spectators while scaling a white oak in search of services, most recently and Landscaping Section, Plant Engineering Branch, Division of Research Services, most recently.

Keeps Office Hours in a Swinging Tree

The tree had been struck by lightning, and so heavily damaged that there was no hope of saving it. Since the tree overhung a roadway traveled by both pedestrians and automobiles, it was imperative to cut it down before it fell down. Mr. Taylor was doing just this—piece by piece—as bystanders looked up fascinated.

With exquisite care he guided the chain saw through a section of the tree trunk, stopping just short of the break-off point. A mere flick of the wrist started the log—cradled in a rope that had been tied around it before the cut was made—on the trip down.

Meanwhile Mr. Taylor’s ground crew manipulated the guide rope in such a way that the log swung in its cradle a few times, thus losing momentum before hitting the ground.

This precaution was taken to avoid possible damage to healthy trees nearby.

Among the more knowledgeable spectators present was George Rosenkranz, a DRS landscape engineer, who supplied some interesting background on tree men. He had once been one himself.

Daring Needed

Asked what it takes to become a tree man, he quickly replied “not enough sense to stay on the ground,” and as the white oak with Mr. Taylor still in it chose that moment to sway 10 degrees to the right, many onlookers agreed with him.

In a more serious vein, Mr. Rosenkranz said that a tree man must have a high sense of adventure and a great love of the outdoors (tree men work the year around). He must be agile, sure footed and, above all, have no fear of heights.

Tree topping is not the safest way to make a living. Insurance rates for tree men, Mr. Rosenkranz points out, are even higher than for steeple jacks.

Other Dangers Noted

Also, tree men must be constantly on the lookout for dangers within the tree itself. Dry rot is one of the perils. Others are the wasps, spiders and even snakes that often inhabit diseased or damaged trees.

Occupational hazards notwithstanding, Mr. Taylor goes about his job with a zest that seems to more than compensate for the lack of such fringe benefits as “ideal working conditions.”

As for the tree man-watchers, they’d rather “see than be one.”

TIMBER! Vernon N. Taylor starts a just-cut section of the tree on its way down. Guide ropes are manipulated by ground crew—all of DRS—who later (below) clean up and dispose of logs, limbs and leaves left over from the tree cutting operation.—Photos by Roy Perry.

SUGGESTIONS

(Continued from Page 1)

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Any suggestion should be submitted on HEW Form 170 to the Suggestion Coordinator of an employee’s area. The I/D Suggestion Coordinators are listed on page 154 of the NIH Telephone and Service Directory.

Suggestions Triple

Mr. Graber reveals that the volume of suggestions from NIH employees has tripled in the past 9 months, as compared to the previous 12 months. He said that 69 suggestions had been adopted out of 228 submitted in the 9-month period. Only 71 suggestions had been submitted the previous year.

It has been estimated that savings from suggestions since October 1966 have totalled $81,370. During this period employees received cash awards of $4,750. Award-winning suggestions are as varied as the suggesters themselves.

Example Given

The much-publicized blood-saving techniques devised by Wanda Chappell, Chief Nurse of the Clinical Center Blood Bank, is an outstanding example of the suggestions submitted by the scientific staff at NIH. For her idea Mrs. Chappell received $1,645.

Norman Gettings, Division of Research Services, furnished the idea that such items as telephone boxes be put up with magnetic fasteners rather than screwed to metal plates on walls, and received $150.

Winning Ideas Described

Also, David S. Smith, Supply Management Branch, OD, won $90 for designing a modification on a gasoline powered fork lift truck. The truck can now be used to carry a greater variety of items and more of them. It does all of this more safely, too.

Karl L. Schleith, a former employee in Printing and Reproduction Section, OAM, saved NIH $4,400 in one year by suggesting that certain paper supplies be ordered from GPO in such a way as to avoid extra labor charges for cutting and packaging. He received $225.

For her suggestion for the Paper Clips column in the NIH Record, Joan Dorman received $36.

No Limit on Suggestions

There is no limit to the number of suggestions each employee can submit through his coordinator during the contest. All Suggestion Coordinators have a supply of forms.
New Career Development Plan Set Up

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• Public Information (Carlton E. Spitzer, OS)
  Clifford F. Johnson, Director, ORI, NIH
  James F. Kieley, NCI, NIH
  Guy W. Moore, ORI, NIH

• Science (Dr. G. Burroughs Mider, PHS, NIH)

• Secretaries (Anne P. Moore, OS)

• Social Work (Dr. Eloise Severinson, WA)

• Mathematics and Statistics (Theodore Woolsey, NCHS)
  Dr. John Z. Hewron, NIAMD, NIH
  Dr. Samuel Greenhouse, NICHD, NIH

These Career Service Boards will (1) identify all positions in the Department to be included in each respective Service, (2) estimate long-range manpower requirements, (3) identify career pathways, (4) provide counseling services, (5) advise program officials on the training, promotion and reassignment of individuals, and (6) conduct a running evaluation of the system.

Working alongside the Career Service Boards are a number of Interagency Work Groups. Their job is to break bottlenecks that stop or slow innovations and devise ways to simplify and improve the processes and techniques of personnel management.

These Work Groups are now in operation (with chairmen, NIH members indicated):

• Records and Reports (Ray Lannon, FDA)

• Performance Appraisal (Dr. William G. Craig, OS)

• Manpower Requirements Planning (Margaret West, OHS)

• Counseling and Career Planning (John Hughes, OE)

• Training (Robert Maddon, OS)

• Recruitment (Jim Kceno, OS)

• Manpower Requirements Planning (Dr. Victor M. Thompson, NICHD, NIH)

• Social Work (Dr. Eloise Severinson, WA)

• Science (Dr. G. Burroughs Mider, PHS, NIH)

• Secretaries (Anne P. Moore, OS)

• Mathematics and Statistics (Theodore Woolsey, NCHS)
  Dr. John Z. Hewron, NIAMD, NIH
  Dr. Samuel Greenhouse, NICHD, NIH

Mrs. Thompson

Garland Thompson Heads NICHD Personnel Office

The designation of Garland (Gari) Thompson as Acting Personnel Officer for the National Institute of Child Health and Human Development has been announced by John M. Sanger, Chief of the Personnel Management Branch, ORI, and Dr. Gerald D. LaVeeck, Director of the NICHD. Mrs. Thompson replaces Robert Perlmutter who recently left NIH to accept a position at DH EW.

Since 1966 Mrs. Thompson has been a Personnel Management Specialist with the National Heart Institute.

Prior to coming to NIH she served in personnel positions in private industry and as a Placement Specialist at NASA.

Mrs. Thompson, who was born in Washington, D.C., attended Northwestern University and George Washington University where she majored in psychology and received a B.A. degree in 1959.

In academic year 1965-66, a total of 76,170 full-time student equivalents (including 32,855 medical students) enrolled in undergraduate preparation and training in U.S. medical schools, as compared with the 40,750 (including 26,186 medical students) in academic year 1950-51.

Vetern Employe of CC Discovers Why "What Goes Up Must Come Down"

Howard W. Spence shows Lillie Thomas one of the motors that propels Clinical Center elevators.—Photo by Ed Hubbard.

Professor Rapela at NIH

For 60 Days to Direct NIMH-NINDB Project

Professor Carlos Enrique Rapela, visiting consultant at the Laboratory of Neurophysiology, NIMH-NINDB, will direct a research project here on the automatic regulation of blood flow in the brain. Dr. Rapela will leave in September after a 60-day stay.

While here, Dr. Rapela will collaborate with Dr. Wade H. Marshall, chief of the Laboratory of Neurophysiology.

Dr. Rapela is on temporary leave from his position as head of the Department of Physiology, Bowman Gray School of Medicine, Winston-Salem, North Carolina.

A native of Argentina, Dr. Rapela came to this country to establish residence in 1956 and became a U.S. citizen last December. He received his M.D. degree at the Faculty of Medical Science, University of Buenos Aires.

Dr. Rapela was awarded two Rockefeller Fellowships, 1947-49. He spent the first of these at Bowman Gray and the second at the Harvard University School of Medicine.

GENETICS

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One of the new section's major studies is on dystonia musculorum deformans, a disease characterized by the occurrence of slow, sustained, involuntary movements of the somatic muscles. Hereditary factors are thought to play a significant role in this disorder, and results of a major clinical and genetic study of patients and their families will be helpful in distinguishing distinct forms of the disease and in providing the necessary information for sound genetic counselling.

The Epidemiology Branch, headed by Dr. Jacob Brody, also includes the Section on Ophthalmic Field and Developmental Research. This Branch is a part of the Institute's Collaborative and Field Research program, headed by Associate Director Dr. William F. Caveness.
1967 NIH Public Information Interns Complete 4-Week Orientation Course

This year's crop of NIH information intern has been recruited, oriented, counseled—and put to work.

All four are well into the second week of their first on-the-job assignments in offices of the senior information staff members who serve as their counselors throughout the training period.

Thalia Carter, a graduate of the University of Michigan School of Journalism, is with Tula Brocard, Information Officer, National Institute of Dental Research.

Jane Ellen Shure, an American University graduate, is with James Augustine, Information Officer, Division of Research Facilities and Resources.

Other Interns Named

Sandra Ruth Silk, a graduate of Mills College, and already a veteran of a year's government service as a PHS public health analyst, is with Lois Meng, Information Officer, National Institute of Child Health and Human Development.

Anne Tisiker, a graduate of Pennsylvania State University, is with Guy W. Moore, Chief, Information Section, Office of Research Information. Mr. Moore also served on the former orientation program as a group. Instead of the former 2-week orientation period in the ORI, they were given 4 weeks to get acquainted with the purpose, policy, personnel and facilities of the NIH.

Orientation Described

The first 3 weeks of orientation included supervised reading and writing assignments, group discussions, a seminar on the information program and conducted tours of all Institutes and Divisions on and off the NIH campus.

The final orientation period was purposely planned to give the interns a voice in their own career development. They were asked to outline and complete statements of long-range career objectives, and, through interviews with NIH Information Officers, propose rotating training assignments for themselves and obtain approvals every step of the way.

On July 28, following summary seminars, orientation ended and on-the-job training began.

The NIH Information Intern Committee, which plans and coordinates the training program, is chaired by Elsie Fahrenthold, Information Officer, Clinical Center. Other members are: Mrs. Brocard, NIDR; Mr. Augustine, DRFR; Mrs. Meng, NICHD; Anthony J. Anastasi, DRB; Mr. Moore, ORI; and Anne Urban, CC, Secretary-Recorder.

Ex officio members of the committee are Clifford F. Johnson, NIH Director of Information, who proposed many of the innovations in this year's orientation, and Richard Schroder, Personnel Management Branch, NIH.

Gustavo Justines, NIAID, Rejoins Staff of MARU

Gustavo Justines, a biologist, has rejoined the staff at the Middle America Research Unit (MARU), Ancon, Canal Zone, after successfully completing requirements for the degree of Master of Public Health at Yale University. MARU is a field station of the National Institute of Allergy and Infectious Diseases.

His 2 years of study in tropical virology were made possible through a fellowship from the Organization of American States and a working assistantship at Yale.

In his thesis Mr. Justines describes a new tick virus, Matucare, which he originally discovered during work in Bolivia on hemorrhagic fever in 1963-64. He also established the identity of several viruses isolated for the first time in Panama at MARU.

DRFR Sets September 1 As Application Deadline For 1968 GRS Grants

Applications for 1968 General Research Support Grants are now being accepted by the Division of Research Facilities and Resources, the PHS announced recently.

The grants provide support to eligible institutions which may use the funds flexibly and in ways which the grantee feels would foster its health research and research training programs.

Grantees may use GRS funds to introduce new research programs, explore new ideas, provide early support for scientific talent, or apply the funds in other ways which will build institutional research strength and cultivate scientific excellence.

Eligibles Noted

Organizations that are eligible to apply for GRS grants are health professional schools, hospitals, independent and separate laboratories or research institutes, and other nonprofit, nonacademic research organizations that are substantially engaged in health-related activities.

The application deadline for institutions that are not currently receiving GRS support is Sept. 1, 1967. Information about the GRS program and application forms may be obtained from General Research Support Branch, Division of Research Facilities and Resources, National Institutes of Health, Bethesda, Md. 20014.