

行總空運大隊

一週年特刊



南...總行

行總空運大隊

刊特年週一

行總空運大隊出版

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凡向本投稿者必須詳細填寫姓名及住址，投寄中山東一路十七號空運大隊新聞組倘在外埠者可郵寄或由本隊代送，寄送照片者必需將底片同時寄來，若欲還者請在函中聲明，若欲取本刊可向人事股和發者領取。

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封面

本期紀念特刊封面所用照片，曾經受慎採選，英文版之封面為蘭州機場附近之一景，經過一千二百里之長途飛行，飛機在雲端出現，運抵蘭州綿羊四百頭，本隊曾先後以新西蘭綿羊六百二十五頭運往蘭州草原地帶飼養，該圖片為本年五月三日所攝，中文刊之封面為七月三日所攝圖示吉普小飛機以大飛機飛運，廣州水災嚴重，本隊特運小飛機赴廣州協助運送救濟物資到四鄉，分配與災民，曾得粵省人民之衷心感謝。

一年來之回顧

吾人試回溯去年十月廿五之晨本隊主持人陳納德將軍與行總署長霍寶樹簽訂協約，至今迅已一載，在此一年中外界對本隊之讚譽及批評兼而有之，但吾人之功罪自可由吾人一年來之工作表現之。

更可喜者本隊之負責人陳納德與魏勞爾均能本大無畏精神應付一切特殊環境，任勞任怨，同時渠等亦深信今日之中國實需要更多實際之空運，以解決中國當前之交通困難。

今日凡服務本隊之同仁均值得自傲，蓋本空運隊在此一年中曾經過無限艱苦與困難，而今後吾人尚需努力之事亦無限量，但吾人必需本無畏精神克服之。

關於本期的特刊

這一期我們除了照常發行半月刊之外，又出了一本行總與本隊簽訂協約一週年的紀念特刊，這本特刊由陳納德將軍和魏勞爾同撰，是一本無價值的刊物，我們一共印了一千五百本，大約足以分配給本隊同仁，每人一本，假如各位想多要一本的話可以電話或電報通知本新聞處分配組主任俞君，我們一定代為設法。

行總空運大隊之宗旨及成就

陳納德
魏勞爾 合撰

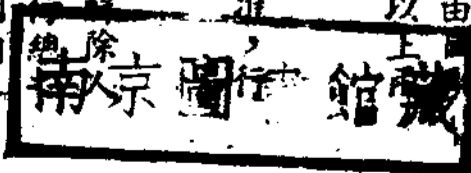
行總空運大隊出版

在中國對日長期艱苦抗戰中，陳納德及魏勞爾均曾竭盡棉薄，效力中國。戰爭結束後，當計劃效勞空運事業，俾以最近代化之方式，全力協助恢復遭破壞之交通運輸。此「負有重建任務之航空事業」在中國戰後之艱苦時期，不顧其他任何目的，獨為中國之建設而服務，此乃余等之初衷也。余等身為美人，而服務於中國歷有年所，固確信美國甚至環球所有自由之最高利益，實與中國之建設相輔並進。陳納德等更以為交通事業之發展為中國政治經濟及文化進步主要關鍵之一。以上種種信念，迄今仍篤信不諱。

由以上兩基本信念為前導，一空前之中美合作事業得以擘劃完成。一九四六年十月二十五日，經中國行政院之核准，行政院善後救濟總署與陳納德、魏勞爾簽訂合約，行總空運大隊（以下簡稱本隊）於焉成立。

本隊既由行總而命名，故在當時之情況下，行總遂成為本隊監理贊助人。行總在賢能之中國領導者之指導下，除解除民之飢饉，醫診人民之創傷，重建戰爭之破壞，並恢復主要之公用事業外，對救濟及善後工作且有一更深遠之理想。行總之領導人認為中國之重建應以解決中國經濟問題之徵結為首要；彼等認為欲確切達成重建任務且使垂之久遠，必須消除國內之經濟僵滯局面，而此種僵滯局面固由於交通之梗隔不暢所造成也。彼等此種針對中國特殊需要之見解，與同人最初之基本信念，實屬相合。

締約雙方鑒於直接救濟及善後需要之迫切，故合約規定在任何情形下行總均保留利用本隊之最高優先權，此與余等於一九四六年湖南飢饉最嚴重期間擬定其計劃時之宗旨正相吻合。



(一) 阻撓

同人等原期早日實踐原定計劃，以急救飢餓垂危之湘南人民，而所以未能及時開始者乃由於中途遭遇阻礙之故。同人等并非指官方之限制及審核而言，因主管人員對任何新的重要計劃予以縝密審查，自屬當然；反之，吾人乃指心胸狹隘自私自利之敵對者而言。湖南災旱足以證明人類之生命由於延宕及毀謗所造成之不幸，至為驚人，但盼前車之鑒，足以為後世之指燈，使此項悲慘之先例不復重演耳。

外界對本隊之反對係由於原定任務之性質廣泛，除行總對本隊內地航行有絕對使用權外，合約規定回程航行如行總不需時（通常情形下自不需用）准本大隊搭載任何人之物資，依此意而言，本隊乃成一民衆之運輸機構矣。

基於經濟觀點而言，以上所述係惟一之可能辦法。設若吾人之飛機僅限於單程飛行，則中國救濟物資之空運，將為不可能之事，此乃吾人所深悉；因運送救濟物資所收之運費，勢難用以支付雙程飛行所需之費用。由於以上之困難，吾人之工作，乃依照下述兩點而進行：

(甲) 內運救濟機關或中英及地方機關之善後救濟物資，以供人民之需要。

(乙) 外運商貨協助各該地區之復員。

以上兩者捨其一為不可能，兩者相併，則相輔而相成。

本隊初創時所擬議之使命不僅限於食糧，醫藥，及醫院設備等直接救濟之需要，實對中國有利而無損。外界對本隊之敵對亦由此而生。益有關方面以為此係彼等之競爭性威脅，而開始阻撓本隊之發展。

在世界其他國家，貨運工作之相互競爭，為促使空運工作健全進步之主要動力。故在其他國家，如發生本隊所運送之敵對情形時，或可能得一解說，但此種情形發生於中國，則迥然不同。藉詞本隊在不可知之未來。可能成為其運送之最大勁敵而橫加阻撓，不啻以整個國家重要及迫切之利益，玩弄於股掌之間。

(二) 中國之急需

現中國僅有兩大航空公司担任重要任務，中國國內之空運工作，不致過多。在上述兩公司担任之固定航行區域內，本隊向無取而代之意，本資上之彼此差異極易瞭然。蓋兩公司之任務為固定航線運輸工作，此乃中國一似其他進步國家所應有之空運工作。然則中國尚有其額外及高於其他國家之特殊需要而非固定航運所能達到者，此種需要由於頻年戰爭之結果，再加以及其他因素而造成，例如地區之遼闊，陸地交通工具之不發展與破壞，以及中國急須推進工業農業之復興等，均需要增強空運以應急需。

是項特殊需要，在空運範圍內可以不固定航行之運輸解決之。不固定航行之工作實不容等閒視之。蓋一適當之不固定航行通為解決中國迫切需要空運之最主要方式。所謂「不固定」者，簡言之，即不受預先排定之航線及飛行時間之限制，就時間及空間言，均富機動性。固定航線確可應付正常之需要，例如運送乘客與郵件，均需有固定工作地點及固定之飛行時間。但固定航行，雖在固定之地點及時間內；對偶然之大量貨運亦不盡能適應。至若遇有自固定航行以外地點起運或運往該等地點情形時，更不足以適應需要。固定航行如欲適應大量貨運之增減及變動而承辦不固定航行之業務，終至犧牲固定航行之利益，使業務效率遭受重大損失。

本隊原定辦理不固定航行運輸工作，其對於中國之最大貢獻，亦將在此。戰時空運工作，本係不固定之航行，余等以戰時服務空運之經驗而創立本隊，故於航行之技術及業務多所取鏡，且更求改進，以期完善。同人等認為中國經濟之發展，不能以固定航行為基礎。用以發展經濟之空運業務，勢須適應逐日變動之需要，無論貨運數量之多寡以及起迄地點何在，均須力求適應。固定航行固不能單獨解決中國空運工作之不同需要也。

根據上述理由，本隊自開始迄今仍然承辦不固定航行運輸工作，其於中國經濟發展之貢獻，已遠非運輸噸額之統計數字所可衡量，雖然此統計數字，已頗可驚人。凡本隊承運之貨物，均經縝密選擇，期能產生最大之經濟價值，關於此點，自當續予說明。

本隊今後將繼續為是項專長任務努力不輟。鑒於中國空運設施之缺乏，本隊所承運之每一噸物資，皆將予以促成經濟利益之連鎖發展：恢復人民之職業與購買力，重建工礦事業，墾植田，改良農業畜牧，促進輸出平衡外匯，恢復世界貿易，以及發展全國資源，以改善人民之生活。

上述諸點皆為創設本隊之初衷。社會人士對同人等之宗旨及成就不盡瞭解，頗以為憾。惟同人等深信，本隊經八閱月之工作後，業以事實充分表現吾人之成就。

回憶去歲本隊仍在長期艱難之洽商籌劃階段時，同人等曾提出下列四項目的，說明設立本隊之宗旨：

- (甲) 利用緊急運輸，以救濟戰爭破壞區內之貧病難民。
- (乙) 以緊急運輸，修復戰時遭破壞之房屋及工商業。

(丙) 協助人民獲得工作，改良其飲食與生活狀況。

(丁) 努力增強運輸工作，藉以提高人民之教育與生活水準。

本隊非但業已達成以上目標，且已奠定來日更大成就之基礎，同人等深信董事會諸君當樂觀厥成而引以為慰也。

(三) 卓異之成就

聯總署長魯克斯將軍於一九四七年十月中來華商討行總及聯總在華工作結束計劃期間，曾對本隊予以評價。際茲本隊工作進入第九個月時，該項評價，頗可注意。

魯克斯將軍，於十月二十一日記者招待中，對記者所提有關本隊問題時答復稱：

「行總聯總於本年年底結束後，行總空運大隊之繼續存在與否，係行總與中國政府之事。聯總對此並無特別意見，聯總僅供給物資而已，惟就余所知該隊工作非常優良，希望能獲得政府之特許而繼續存在。」

依照本隊與行總之合約，本隊應與行總同時結束。

凡空運工作均係由人力，計劃，及物力所構成。中國之抗戰使以上三者皆得一種測驗，尤以在抗戰後期與美國並肩攜手作戰時為更顯著。中國因位於艱難之空中補給綫之末端，其空運所呈現之特殊問題尤多。同人等適逢其會，曾親自參與若干戰時問題之解決，同人等之能力及經驗可由下列摘自原定合約之一條款鑒證之：「行總鑒於陳納德及魏勞爾（註一）兩氏對中國航空及運輸問題俱有長期之豐富經驗，故決意敦請負責創設並經營行總所需要之空運業務。」同人等奉為領導人，遂着手嚴格遴選本隊之工作人員，其中以中國人為最多。本隊各重要部門之人員多係就曾於戰時服務中國之飛行及技術人員中遴選者。

關於本隊工作人員之一切，當另詳細論述之，人員之遴選，其事雖至簡易，然不失為初創時期首要之組織工作。次及飛機之選擇，選擇所需飛機之類型並無問題，蓋寇蒂斯 C-46 型機為世界最大雙引擎貨機，曾在各種飛行條件下試驗成功，又由於戰時担任中印間駝峯之貨運而歷經改進，故吾人以 C-46 型機為主幹實屬當然。惟本隊如欲維持飛行之彈性，自亦不能全部採用 C-46 型機。故又間選道格拉斯 C-47 型機為輔，此為著名之 DC-3 用於軍用而改製者。此類飛機為全世界商業航線使用較久之最標準類型，故嘗被譽為全世界性能最佳之飛機。C-47 型機除載重量較 C-46 為小外，與重型飛機相較尚有其他之差異，較適宜於載運若干種貨物，並能適應中國若干飛機場之起飛困難情形。

(四) 本隊之發展

本隊與行總所訂立之合約中規定本隊「應在任何時期具有飛機十二架左右之航行能力，其中一部份為 C-46 型機，一部份為 C-47 型機，兩者配合之比例依最高之飛行效率而定」。惟為維持十二架飛機之航行能力而不容稍有間斷，十二架之數顯屬不足。爰經決定設法獲致担负飛行任務之飛機十九架——C-47 五架，C-46 十四架。(註二)至於飛機之來源，顯然不成問題。太平洋各島上之剩餘軍用物資中，有若干飛機除在戰爭結束前數週內飛往太平洋戰場停放外，殆均未曾使用。此十九架飛機，設非經本隊發現而予以正當之利用，迄今或仍廢置於菲律賓及夏威夷諸島上而一任其腐蝕損壞。此外本隊另自菲律賓賓獲得 C-46 二十五架，以備拆卸零件以維持前項飛機之飛行。(註三)

但航行並非獨由飛機所構成。雖一極小之航空隊，其所需之地面設施亦往往出乎想像。就航行之安全及效率而言，地面設備及地面工作人員之重要不下於翱翔空中之飛機及機上人員。同人等深悉對於此一方面之責任，故於機械通訊，及其他主要地面工作不斷擴充並改進，俾與日漸擴大之飛行業務相配合，雖明知與行總所訂合約如一旦滿期而業務不能繼續時，則任何永久性之投資終將虛擲也。但吾人虔信本隊對中國經濟發展之貢獻終將為中國政府所瞭解所重視而使吾人以此其他方式繼續飛航也。本隊雖為不定航行組織而以機動性及適應性為主，但建立若干永久性之設施仍屬必要。永久性之設施限於廣州天河

機場及上海虹橋機場，前者為本隊修理總基地，後者為航行總基地。在以上兩地，本隊非僅興建新建築，且對跑道及停機場予以根本之工程改建，如在虹橋所施行者然。以上各項改進雖為吾人飛行安全及效率之必要，但該兩機場之實際價值亦由此而大增。吾人之所以出此者，乃在虔信吾人之使命有其繼續之價值，並可獲得中國政府負責長官之重視也。吾人決使本隊對中國之貢獻，不因顧慮合約期滿後之無保障而遭受阻礙。照本隊原定計劃，以廣州為主要業務基地，而分設飛行站於上海，漢口，南昌，桂林，衡陽，及柳州。除上述分站外，因特殊需要亦可設立臨時地點。預計各方所需之空運數量，顯非易事，即如在本隊工作初期，行總廣東分署並不能依照原定華南計劃充分利用本隊所供給之噸位。但長江以北各地對空運直接救濟物資之需要，反較原預計者為高。本隊因原具機動性能，故能將航行重心北移而不影響華南救濟機關之需要。本隊自重心北移後，對廣州機場之設施仍繼續進行，但以使之成為修理基地為主要目的。自是航行基地遂北移上海以利華北方面之工作。

(五) 善後救濟運輸

吾人雖一向主張行總(或聯總)之貨運，應佔優先權，但亦嘗切盼擴大善後物資之範圍，俾使本隊之空運服務得被充分利用，蓋內運之善後物資並非僅係行總(或聯總)之善後物資，此乃顯而易見之事實。吾人之原意在保障行總(或聯總)獲得其應有之優先權，但內地空運如有未盡量利用之噸位時，則以其他救濟及福利機關或中央及地方機關所委託之貨物(如郵件亦在內)填補，俾中國可由空運獲得最高之經濟利益。

原訂合約曾限制，本隊內地或廣州與上海間之空運，除行總(或聯總)之貨物外，不得承運任何物品，最初此確為吾人之一大勝利。設此種規定未能更改，行總空運大隊或早已宣告失敗矣。但自本年四月原訂合約經加修改後，使本隊之內地空運工作擴大，除行總聯總外，并可承辦政府及其他救濟機關之貨運。負有重建任務之行總空運大隊，其日漸滋長之業務發展情形，可由下列各表見之：

行 總 空 運 大 隊 半 月 刊

二月份：

行總聯總客運及貨運
其他善後救濟客運及貨運

合 計

噸 哩
三五，六〇五
四，五一二
四〇，一一七

三月份：

行總聯總客運及貨運
其他善後救濟客運及貨運
郵 件

合 計

一四，一七〇
二九，五九三
四七，五八〇
九一，三四三

四月份：

行總聯總客運
行總聯總貨運
其他善後救濟客運
其他善後救濟貨運
郵 件

合 計

八，九三七
三九，七三四
六九九
三七，七七二
二二，二八四
一〇九，四二六

行 總 空 運 大 隊 半 月 刊

五月份：

行總聯總客運及貨運
其他善後救濟客運及貨運
郵件

合 計

噸 哩

一二〇, 二三〇
一三二, 二二〇
三三八八九三
二八六, 三四三

六月份：

行總聯總客運
行總聯總貨運
其他善後救濟客運
其他善後救濟貨運
郵件

合 計

三七, 六〇二
一二四, 四七五
四, 五〇〇
一〇〇, 二四九
五五, 九八四
三二二, 八二〇

七月份：

行總聯總專機航運
行總聯總客運
行總聯總貨運
其他善後救濟客運
其他善後救濟貨運
郵件

合 計

五四, 三二六・五〇
四七, 五四一・五二
一六一, 七二八・四一
三〇, 八一一・一二
二八八, 二一一・五四
三五, 三四四・五一
六一七, 九六三・六〇

行 總 空 運 大 隊 半 月 刊

八月份：

行總聯總專機航運
 行總聯總客運
 行總聯總貨運
 其他善後救濟客運
 其他善後救濟貨運
 郵件

噸哩

合計

四五，三三六·八七
 五三，三二四·四四
 一六二，七六二·八九
 五一，二三三·一九
 三九四，一五七·三六
 五五，四三七·一八
 七六二，二五一·九三

九月份：

行總聯總專機航運
 行總聯總客運
 行總聯總貨運
 其他善後救濟客運
 其他善後救濟貨運
 郵件

合計

以上八個月總計噸哩 二，九二一，二一二·六六(註四)

二九，〇四一·三五
 三七，六六二·五〇
 一四一，九〇三·一六
 五八，九九六·三一
 三七一，二九六·九四
 五二，〇四七·八七
 六九〇，九四八·一三

十月份之運輸數量尚未有詳細統計但該月之運輸報告為一，〇〇〇，〇〇〇噸哩，合計九月之內吾人之運輸量為四，〇〇〇，〇〇〇噸哩

(六) 雙程飛行

本隊近在山東之工作，充分說明雙程空運可使雙方均獲裨益。濟南因戰爭而陷於孤立，本隊承運棉花一千噸由濟南運交青島中紡公司。

青島中紡紗廠共有紗錠三三二，四六八具，雇用人員達一九，〇〇〇人，但如不能獲取棉花，勢須停頓。濟南雖產棉，但頗需布疋，一如其他之都市然。由於本隊在山東之空運，使生棉運入紗廠，使製造品運回濟南及其他孤立都市。如是一地過剩之商品得獲外銷，他地之失業得獲解決，至製成品復可解決人民之衣着問題。本隊國內航線之所及，使上述經濟循環得以促成，類似山東運棉之例不過一端，諸如其他實業，商品及人民之獲益，實難估計。

本隊內地空運之任何實例，皆足以證明本隊對於中國復員工作之價值。諸如運藥品，布疋，膠鞋至安陽；種子至河南；發電機及輪胎至衡陽；曳引機零件機器及汽油至開封；汽油，機油，藥品及機器零件至昆明；抽水機及鑿洞機至甘肅發展油田；布疋及棉紗至臨汾；鎳鉻合金用於太原之鍊鋼廠；抽水機用以恢復濰縣之煤礦；電線用以恢復濰縣之電力裝置等皆其例證而行總空運大隊從未運載奢侈品。即使僅就內地運輸之貢獻而言，已頗可確定本隊之存在價值。其他影響不論外，使窒息已久之中國出口貿易恢復在世界市場上之地位，其功績要亦不可沒也。

例言之，本隊與資源委員會訂立合約，每月自昆明運輸錫三百噸至柳州（此為通至海岸之最近內河航運起點），同時另行附帶約定月運三百噸之錫。以上兩項每月之總噸數如折合外匯至少可達一，二〇〇，〇〇〇美元。由上可得一確切之結論，即除其他對中國之經濟利益外，本隊現正協助改善中國之外匯情況，每月至少可達一，五〇〇，〇〇〇美元之數，至本隊本身每月所需外匯最多不過一九五，〇〇〇美元而已。

除上述昆明之貨運外，再加以內地其他若干種出口貨之外運，則本隊目前每月協助中國所獲得之外匯總數為一，五〇〇，〇〇〇美元。除昆明之礦產不計外，本隊復外運貨物，每月平均至少可值外匯三〇〇，〇〇〇美元，其中包括出口貨或因減少入口而節省外匯之貨品。

本隊亦如中國之其他航空事業，必需相當數額之外匯，否則斷不能持續。吾人決心設法改善此一方面之不穩定情勢，並盼短期內訂定永久辦法。本隊主要外匯支出，為採購燃油及滑潤油，其餘則用以支付外籍人員應在本國支領之薪金。本隊因缺乏外匯以支付以上兩項需要，致全部工作屢遭受嚴重影響。事實上本隊所獲得之外匯，其數甚微，迄於今日已處於負債地位。

外籍人員之本國薪金部份已拖欠三個月之久，且前此亦從無每月發薪期後兩個月內發清情形，故外籍人員之工作情緒，不免減低，其影響於工作效率及安全水準者至巨。

本隊如欲繼續效力中國，則上述情勢顯需加以改善。吾人之外籍屬僚對於其使命之重大及中國政府之善意，夙具信念，故仍努力工作，使本隊不致遭受嚴重影響。

本隊業務開展迄今不及九個月，但由於新資本之加入及本身之收益，對行總及聯總所供給之設備業已向行總清償全部債務百分之九十，同人等在本報告書中宣佈此事實至欣慰。照原訂合約，此項債務——計分別為一，〇〇〇，〇〇〇美元及一〇〇，〇〇〇美元（註五）——得按政府規定之利率自一九四六年十月二十五日起分期償付，十八個月後付清之。

本隊與行總所訂合約係根據聯總對行總撥款，用以購置飛機及設備，該項撥款以不超過二，〇〇〇，〇〇〇美元為度。論者常稱此為補助或贈與，顯與事實不符。

茲將一九四七年九月四日上海自由論壇報有關本隊之社論摘引如下：

「據評行總空運大隊者，常反覆指該隊係受聯總之補助，此實不當。吾人固不能期望具有組織并經營航空事業能力之專家兼能自備其所需要之款項。故聯總以借款方式（非贈與或補助金）出而代為籌劃款項以購買飛機及設備。陳納德及魏勞爾均曾以彼等個人及其贊助人之資本加入此一事業。而行總空運大隊之收入固須先行償付聯總之借款也。」

與行總所訂合同中規定「聯總應供給一，〇〇〇，〇〇〇美元以為支付外籍人員薪金及購買燃油及其他外來器材等所需之外匯」。合約並規定行總應「盡力」自聯總獲得外匯一，〇〇〇，〇〇〇美元，但附有下列條件：

「該款應按行總與商運利用行總空運大隊之比例而分期撥付」。合約並規定本隊應將此項外匯償還行總。在業務開展後第九個月中，外匯實為吾人當前最嚴重之問題，惟盼政府負責人能體認吾人之外匯迫切需要。吾人所需之外匯僅為本隊對中國所貢獻之外匯價值之百分之十三，亦即本隊增進中國外匯總額之百分之十三也。

（七）人員之選用

本隊對於選用中外籍飛行人員，向極審慎，同人等與在中國具有豐富飛行經驗之飛行人員頗多交往，故遴選其中最優秀者以担任本隊飛行任務頗能勝任愉快。

現在本隊服務之飛行人員，可謂集中國具有飛行經驗人員之精華，實非過甚其詞。本隊業務，已入第九個月，在此期間，除慎重挑選飛行人員外，並對飛機，地面及機上通訊設備以及氣象設備之保養工作，均予以密切注意，故飛行總數雖已超越三百萬噸哩以上，但從未發生一機失事或有一人受傷之意外事件。吾人之業務重心，雖以運貨為主，但於飛行安全，從未鬆懈。

本隊擁有四十名世界上最優秀運輸機駕駛員，及中國國內僅有之最優秀華籍無線電通訊員多人。再本隊僱用正機師與副機師，向取公開政策，凡華籍飛行人員具有必需之高等資格者，莫不儘量錄用之。本隊之正機師，每人平均具有三千小時左右之飛行經驗，此無疑乃飛行經驗之標準，亦即航空人員所稱之飛行時間也。

本隊正機師平均有三千小時之飛行時間，其中一半時間係在中國上空飛行。此外中美籍副機師等，平均亦有約一千五百小時之飛行時間，其中一半時間係在中國上空飛行。盲目飛行在中國之飛行條件下，至為重要。吾人之正副機師平均每人之盲目飛行時間，各在四百小時與二百小時左右。此外吾人之正機師均有盲目降落之經驗，如機場有適當設備，即使視線在零度之情況下，可使飛機安全降落地面。

本隊之飛行員，大部為戰時來華服務之美軍航空人員。其中數人係美國志願航空隊（即飛虎隊）或十四航空隊隊員，其餘大多曾在戰時服務於美軍空運大隊或其他陸軍海軍之空運隊，而係初次來華加入本隊工作者，後者之中，更有數人係在太平洋上對日作戰之飛行宿將。

現任本隊之總機師，為蒲克南少校 (Major Kenneth W. Buchanan)。蒲少校有五千小時之飛行記錄，其中三，〇〇〇小時係駕駛軍用機，在一九四四年與一九四五年間，渠曾飛越駝峯往來於中印之間，並主持遂川，桂林以及老河口等機場之撤退工作。蒲少校在未加本隊前，在江津空運大隊服務，担任空運督察之職，以前曾先後在中國担任盲目飛行檢查員，試飛機師，飛行教官等職，對於中國各地不同氣候之飛行，具有豐富經驗，迄今在華已越三載。

(八) 機 航 組 織

本隊之機師組織，係配合航行業務之流動性而組成，故能在一日之間，動員所有高級機師協助總機師，即可將本隊擴張成兩個以上之獨立單位，使中國國內各地之航行業務，能在相當時期內，自動推進。

由於上述機師調用之機動性，以及調派地面保養工作隊及交通通訊技術人員之便利，能使本隊在不同時間內於山東，河北，山西，河南，甘肅，雲南，廣西，湖南，江西各省之據點間，以滬穗作供應保養中心基地，維持若干不固定航行。

本隊飛機在上述區域內之航行，以滬穗二基地為出發點，由於任務之不同，或不免重複，惟固定航行（或稱之為半固定航行），厥每星期二，五，往來於滬穗二基地，保持聯絡事宜之航行。

本隊之通訊與工程部門，在威廉斯上校 (Col. John Williams) 及李却遜氏 (H. I. Richardson) 之主持下，其組織亦為配合業務之流動性而組成，因本隊在中國國內不同區內經常維持數個航線。威上校前曾在美國第十四航空隊服務，擔任通訊官職務。在此項專門職務上，渠已積有二十年之經驗。工程主任李却遜本人亦為飛行員，為世界上研究航空工程最有成就之一人。

在通訊工程以及其他部門，華籍技術人員與深通中國情形之美籍人員，相互合作共赴事功。通訊技術人員中，包括曾在戰時協助設計警報網之華籍專家數人，此項警報網已成為軍事史一卓著成就。工程方面，有在戰前及戰時服務國內飛機工廠之華籍專家多人。本隊為統籌管轄駕駛通訊工程，以及氣象各部事宜，設立機航組，由赫恩特上校 (Col. Charles W. Hunter) 任主任。赫上校於一九三一年即來華擔任航空工程師職務。一九三五年至一九三七年間，任杭州笕橋飛機廠經理，在日本侵略戰爭初期曾親自學劃將該廠器材內運漢口。一九三八年漢口淪陷，赫氏隨之內移，一九三九至一九四一年，渠在緬甸 Laitwin 等設中國空軍工廠，並參加飛虎隊在緬甸作戰工作。一九四二年，為美空軍當局徵募，調派十四航空隊工作，直至戰爭結束時為止。

閻建勳君在戰時曾參加中國空運及飛虎隊工作，現為通訊部副主任，襄助威廉斯上校。渠在戰時曾為中國設計警報網，建樹頗多。此外本隊之通訊器材部主任，曾在交通專門技術上，積有十五年之經驗，無線電器材部主任有實際飛行時間六〇〇〇小時，二人均為美國志願航空隊之宿將。

中國現有之全部航空通訊及無線電領航設備，仍不敷應用，交通部民航局已允予設法籌設一統一性之中國交通網。過去八閱月中，設非因本身缺乏通訊設備以致倚賴中國航空公司已極繁忙之交通網，本隊或更能發揮高度之效能也。此種阻礙迫使本隊在未設無線電台及降落信標地點前而依賴中國空軍之設備。本隊現正計劃增購通訊器材，與中國空軍以及美國陸軍集體使用，以完成民航局之交通網計劃。因此項交通網祇限於基本航行之應用，例如飛行計劃與飛行報告等故吾人希冀來日能添置若干各基地間之無線電聯絡設備，以加強各項無線電工作。

此外，擬於數月內，在國內缺乏通訊設備之機場設置臨時無線電站，以辦理貨運業務，本隊為完成此項目的而組織之地面通訊系統，業經完成並在華北各地試行。

通訊及工程部門亦加入流動工作隊，在各邊遠基地就地辦理飛機及無線電通訊設備之經常保養及修理事宜。由於此項完備設施，本隊之飛機，除需重大修理或因業務上之需要外，無需飛返滬穗兩基地，此可使本隊之飛機得能充分利用。本隊之飛機，每日平均有三分之二經常使用，每架飛機之飛行時間，平均每日在六小時左右。

本隊現有職員六百五十人，除將來工作擴充外籍人員均係美國人，約一百人左右，其餘五百五十人均為華籍人員。

(九) 華籍 俊秀

華籍同人共同參與高級行政以及營業，機航等部工作，吾人深信本隊之成就實多利賴。附帶提及者，中國空軍退伍之學校有五人加入本隊工作——廣州基地經理張子璇君，主任秘書兼陳納德將軍助理舒伯炎君，飛行安全主任李驥雄君，柳州基地經理楊官宇君，昆明基地經理郭玉麟君。

金城銀行上海分行經理徐國懋博士及南京分行經理王文山博士等社會聞名人士均係本隊董事會董事，參與業務方針之釐定，此外尚有冒景暄，邱德培，馮玉衡三君主持營業部，建樹殊多。董事會主席秘書為陳天驥君，會計主任為周文廣君。至華籍同仁之最高領導人兼董事會主席王源陵君（註六）其資望及成就想必為董事會諸君所深悉者也。

吾人深信，本隊業已充分證明中美合作之效能。並證明中國需要並歡迎中美之合作。

本隊之次要目的在證明空運事業在中國並不豪華浪費。空運雖永不致代替陸運，但其搭客運貨之工作日見重要，則為意中事。

中國空運運價標準頗可非議。吾人為行總服務，原擬按照低於中國中央兩航空公司運價之百分之十五至二十為準，但吾人目前向行總所收取之運價，僅及該兩公司運價三分之一（註七）。

吾人深信在若干情況下，中國空運運價即使再予酌量減低，仍可獲得相當合要之利潤。其先決條件為使各航空公司對其業務方式切實檢討並斷然裁淘冗員。中國航空事業之一大障礙，實因閒散而無工作效率之職員過多。此種不正常之開支，亦惟有取之於不正常之過高運價。就此點而論，本隊堪稱為良好之準繩。吾人之工作人員就每一架飛機而言，約為四十人以下，其中包括行政業務及機航人員在內。工作人員與飛機比例之低，實非中國其他公司可比。

（十）各方之意謝

本隊在中國之成就亦可由若干親經體驗之社會人士致本隊之函電中，得一有力之證明此大批函電係自吾人飛機所曾飛臨中國各地發來各地函電對本隊之頌揚，統言之，不外下列兩點：

（甲）中國需要一以空運為主之不固定並運機構以協助國內之建設及發展。

(乙) 本隊適應該項需要。下函來自山東濰縣，函稱：「行總空運大隊陳納德將軍勛鑒；查昌樂濰縣一帶，因交通阻滯來往不便，需自青島採購或本地生產外銷青島之物資，均告中斷，以致人民生計困難。前承空運行總救濟物資及發電器材，銘感無任，茲再函請派機協助以解民倒懸。就人民需要估計每月飛機往來青島濰縣裝運約六十次，即可維持。至客貨運費，均當照章繳付，務請准予所請並見覆。山東省第八區行政督察專員兼保安司令張天佐」

下文未直接送達本隊而刊登一九四七年八月二十八日上海英文大美晚報，撰者為一傳教士，曾目睹本隊在濰縣之工作，亦一極佳之例證也。文略稱：「……八月十八日孤立之濰縣成為空運之中心，行總空運大隊為本教會及行總工作及輸運救濟物資達十次之多，豬鬃，煙草及其他土產並賴以輸出，郵件三十五噸輸入，四百學生運往青島就學，設無該隊之飛機，則本城將無電無煤，而吾人之教會醫院亦必陷於停頓。飛機運來之抽水機及運氣修理器材使煤礦中之積水得以抽出，使電廠得以發電。一戰爭在五里之外進行，英勇之飛行員不顧危險運來無數之營養食物，疫苗及急需藥品。彼等並運出集中營中難民所遺留之行季……。」自飛機開始飛臨後，濰縣物價急劇下降達一半之多，棉花自二十萬元跌至一千四百萬元……」

一九四七年九月濰縣基督教修道院，廣文中學，及基督教醫院等團體負責人聯名致請陳納德將軍繼續派遣飛機使無間斷。原函謂：「山東共軍力量雖日見薄弱，但交通仍不能恢復」。彼等稱濰縣自受圍困後，布疋漲至壹佰萬元麵粉七十元一斤，其他日用品均激漲十餘倍。……自經費將軍派遣飛機每日在青島濰縣間來往運輸以後，物價賴以調節，物品價格漸能與青島平衡，就地出產之糧食亦因經濟穩定跌價百分之五十，而旅客往來更覺便利異常，其他臨近濰縣之各縣亦因影響所及，物價無大波動。此事關係民生殊非淺顯……」

本隊於中國內地教會事業之重建曾盡力協助，如學校，醫院，及其他慈善機關之恢復，對中國人民福利之增益，誠無法估計。濟南齊魯大學醫學院主任史德魯斯博士(Dr. Ernest B. Strubbers)，於十月十日來函中稱道本隊協助恢復濟南之醫院設施。茲摘錄其原函如后：「本年二月迄今自省府與青島間之鐵道交通中斷後，惠蒙一貴大隊派遣飛機盡力協助由青島空運醫藥

物資接濟本校附設之醫院，無任銘感，設非 貴隊之協助，則吾人誠無法續對省府及來自省內各方之人，再予以現有之醫藥服務。三週前，吾人接獲由青島運來之醫藥物資計七十箱，二日前續收一百六十箱，本年初期，曾收受病床六十張及床墊等。此外，本校職員及學生數十人，亦蒙 貴大隊協助送返本校，現本校已於九月三日開學，一切進行順利，用特專函申謝。

各教會團體寄來之信件為數甚夥，以下係自美國長老會國外佈道部中國基金執行幹事托雪氏一九四七年九月五日來函摘錄，足證本隊之價值，實遠過於本隊對該教會之協助，文稱：『閣下及閣下之飛行員於運送人員及物資時所發揮之誠摯合作對吾人救濟附近受難人民之工作，意義至感重大，其於吾人之傳教事業及吾人所服務之人民之價值，無人能予估計……閣下對中國以及救濟機關與基督教會之服務，實乃一種有價值之貢獻。吾人願與閣下及閣下工作人員之友誼日漸增進。茲願藉此佈達吾人之懇切希望，盼貴隊成為一永久機構為中國建立一英勇，有效率，且經濟之模範航空事業。……』

青島美國路德教會主席左柏氏(H. Grady Cooper) 九月二十二日來函與上函大致相似，茲摘錄於后：

『陳納德將軍勳鑒：前承 貴隊惠為運送敵教會人員及行李，物資，至為銘感。謹懇閣下繼續賜助，並盼貴隊在華之服務持之久遠。』

閣下之服務非僅裨益教會事業，亦且使全中國均獲需益，此實為中國人民所應欣感者……』

以下係自上海南浸禮會對外佈道會柯成博士(Dr. B. J. Callahan) 十月六日來函摘錄：

『昨承 貴隊空運敵會傳教士多人往北平，茲謹具函致謝。』

敵人等辦理教會事業目睹 貴大隊對中國福利事業之貢獻，實感欣慰。」

美國長老會中國委員會副主席(Dr. Everett E. Murray)對本隊之工作及人員，亦備致贊譽，九月十日來函稱：

「茲因山東方面獲悉 閣下之飛行人員及飛機往來青島濰縣之間運載客貨，功績卓著。

敵人在濰縣教會工作達二十餘年，對閣下在中國服務之熱誠，願衷心致謝。

蒲立琪隊長註八(Captain Burridge)及其僚屬不僅惠及濰縣區域二百萬人民，其於醫院救助疾苦人民之工作尤有裨益。蒲隊長剛毅果斷，抱有成功之決心，凡與相識者無不欽敬其為人，本人認為彼為在華服務之美國人中一典型人物。閣下得獲臂助如蒲隊長者多人，本人敢斷言，閣下之事業必大有成就……」

河南及山西兩省陸路交通久遭破壞，故本隊工作在該兩省所獲贊譽尤多。八月二十日河南省政府曾致電本隊稱：「鄭州人士獲悉 貴大隊已派遣飛機運送物資救濟難民並搶運安陽棉紗，備及欣感，茲申謝悃並致敬意。」

河南省劉主席茂恩，對本大隊在安陽之空運救濟工作，大加稱道。茲錄其於十月十一日來函稱：

「陳納德將軍閣下：本省安陽在情形特殊之際承 閣下關懷協助盡力空運輸送振糧，搶運物資救濟學生和難民，種種義舉，加惠實多，仰荷仁風，同深佩慰，嗣後尚有借重之處，為報答閣下擴大救濟計，謹贈送像片一張藉資存念……」

河南安陽臨時救濟委員會劉峯一等九月六日亦有函致本隊：

「我國運不幸，共匪猖亂，安陽被圍數月未解，人民塗炭基於水火。貴將軍救濟為懷，指揮空運，促成搶運善舉。貴隊人員工作努力，措置妥善，為敝會同仁所深感戴，為此特煩丁幹宇博士代表敝會前來致謝，聊表寸忱。」

山西省政府閻主席錫山及其僚屬之函電，亦頗資證明本隊之工作，使晉省推進社會經濟工作上，獲益良多。閻主席來電之一謂太原久被共軍圍困而太原難民之得以免遭惶亂乃本隊之功。一九四七年十月三日，本隊迅速完成自太原運送待遣日人七四八名至北平，山西省政府得免護送日人之煩難重任，惟有賴於空運。閻主席來電稱：「空運遣送日本僑民工作之完成，實予吾人極大協助，請向 陳納德將軍敬致謝意。」

本隊協助辦理一九四七年廣東省水災急救工作，博得社會各方面之伸謝。

緣六七月間本隊數度派遣運輸機為廣東救濟當局視察災區，為獲得最切實之受災情況起見復派遣小型水陸兩用機協助勘察，其費用由本隊自行負擔。

廣東人士對本隊伸謝及贊譽可由下列函電得梗概。『日昨惠蒙 貴隊飛機至西江查勘災情，民衆異常鼓舞，省憲當局之能獲致正確災情，而難民之迅速獲救濟，皆賴麾下等熱心襄助，有以致之。謹代表西江災民敬伸謝忱』（廣東省第三區行政督察專員兼保安司令部陳文，高要縣縣長鄧激濤，高要縣水災急救會常務委員李顯仁等七月十七日來函）

『此次廣東水災，荷蒙麾下捐助巨量振款外，並借撥小型飛機應用，致使廣東各縣災情，瞭如指掌。本會辦理振務得所憑依，此均賴麾下等熱心襄助，隆情厚意，殊為可感。謹代表廣東五百萬災民電伸謝悃，并祝中美邦交日臻親善』（廣東省水災緊急救濟委員會七月十四日代電）

『……茲復承協助，余不僅衷心欽敬，並深信中美兩國之友誼賴以增進……』（廣州市警察局黎局長銑漢七月十七日來函）

『貴隊之小型水陸兩用飛機對廣東水災救濟工作裨益甚大，全粵人士均感激不已。廣州報紙曾刊載有關 貴隊工作及各隊伸謝文字多種，隨函剪附，茲代表行總廣東分署對貴隊之合作表示謝意……』（行總廣東分署黃副署長開祿）

（此次吾粵水災，辱承 麾下關託派機來粵視察災情，仁風義舉至足欽佩，茲特製就錦旗乙面由空運大隊奉贈，敬希惠存。謹代表白粵災黎敬致誠懇之謝忱」（廣東全省水災緊急救濟委員會七月二十四日函）

本隊在國內協助辦理難民之遣送工作，亦獲得受惠人之無數申謝。以下係摘錄八月二十七日兩廣同鄉會會長蘇仁泉之來函，對本隊自昆明運送印度支那半島各地歸僑至廣州之工作，備致讚揚：『茲謹代表兩廣同鄉會對 閣下派機至昆明協助辦理歸僑之遣送事宜，表示深摯之謝意，并乘來滬之便代表本會敬獻錦旗，以誌永思……』

濰縣各省同鄉聯合會主席，對本隊之難民遣送工作亦備致贊譽。茲摘錄九月十三日來函如后：

『大批困頓青島之難胞，惠蒙貴大隊本慈善熱腸為懷，予以賜助空運遣送，茲謝代表受惠難胞向貴大隊敬致誠懇之謝忱。』

類如廣東水災及饑饉之水災人禍，在中國頗仍不斷，故空運之需要亦繁，尤以食物及藥品之輸運以空運為最宜，此由本隊最近在華北作空中投擲麵粉急救坐以待斃之難民之事實，可資為證。

除此以外在災荒未發生以前欲防患於未然，空運尤屬多方需要。下文係錄自八月十三日上海大陸報所載之聯總報導，頗可注意。

力速進行動得以防止飢饉湖南之公路路面極壞，車輛最易損壞，為保查行總在湖南載運救濟物資之卡車二百輛，行總空運大隊於七月中旬空運汽車零件四噸，車胎一千三百件以及機匠等至衡陽，協助保查該項車輛，使之不斷行駛。以利救濟工作。

(十二) 夙夜匪懈

本隊準備隨時出動以防止或解除無數人民之疾苦。就效忠國家而言，其意義至為重大。以增進人民福利為職志之政府，對人民之疾苦，當最為關懷而有所適當措置也。

以上所陳僅係不固定航行在中國任務之一端。不固定航行仍有超乎經濟建設以上多種功用。

本隊已明確指出空運事業對中國人民之功用日見增加，若干事項仍待完成。臨時性之空運，前此幾未經使用。礦藏勘測及抽水機開礦機之運送草原地帶之天空播種，散播殺蟲藥以消滅農作物害蟲等未來應用飛機之處正多。至飛機之應用於家畜之運送農作物種子之運送家畜之人工繁殖，以及乾旱地區之人工造雨等，無人能預測其發展。後者美國已有若干極富興趣之試驗且均甚成功。

本隊之飛行及技術人員不斷研究此近代萬能工具——飛機——在和平時期之每一可能用途，以期增進人類之無窮福利。彼等在中國之任務得獲繼續之日，將夙夜匪懈求無止休也。

附 註

註一： 戰時美國對外濟經局遠東辦事處主任

註二： 本隊獲得 C-47 五架全用於飛行。又 C-46 十七架其中十四架用於飛行，三架以備拆卸零件之用。

註三： 依照此獲得二十五架飛機之條件，本隊在任何情形下不得用之於飛行。

註四： 依照原合約本隊得於回程飛行時搭載商貨及乘客按此項回程裝載噸數從未超過本隊運載噸數之百分之五。且因內地政府機關請求外運之物資日增故回程商貨及乘客裝載依此逐漸減少。上述表內已將此百分之五之回程噸數包括於「其他善後救濟噸位」項內。本隊對空運經濟善後物資之申請及外運內地產品之要求，同樣重視。

註五： 因本隊由聯總借款項下所購得之器材設備帳目不全故此數字及清償百分比數字僅係約數

註六： 王源凌博士係經濟學家，曾任大學教授行政官及技術專家參加社會事業，繼又從事經營實業均成就卓著，王氏為熱河省人留美研究經濟學，獲有維斯康辛大學學士哥倫比亞大學碩士等學位。回國後任教東北大學，歷任東北經濟研究委員會組長第四屆國民參政員及第一次全國國民大會代表等職。現任漢口宇宙實業公司總經理兼本隊董事會主席。

註七： 合約規定每噸哩運價為美金九角照官價折合法幣付給，但在業務開展初期本隊為使行總得獲充分利用起見，再予以百分之 33.1/3 之折扣，迄七月間中國各航綫運費加倍後。本隊對行總運費始按美金九角計算，照官價每美元合法幣一萬二千元付給。

註八： 曾任海軍航空飛行員現指揮本隊在山東之工作。

**ANNIVERSARY
SUPPLEMENT**

CAT BULLETIN

**OCTOBER, 1946
OCTOBER, 1947**

Published twice-monthly by CNRRA Air Transport,
No. 17 Chung Shan (East 1) Road, Shanghai, China,
for its employes, and distributed by the Personnel Department of CAT.
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Contributions to the CAT Bulletin should include the name and station of the contributor, and should be addressed, "CAT Bulletin, No. 17 Chung Shan (East 1) Road, Shanghai." They may be forwarded by official CAT pouch, or by airmail. Photographs submitted for publication must be accompanied by original negatives which will be returned to the senders if it is so requested. Circulation inquiries should be addressed to the Personnel Department of CAT, attention Mr. Yu.

A BACKWARD GLANCE

(An Editorial)

Everyone in this outfit has his own memories of CAT's beginnings or his own beginning with CAT. The writer counts it a happy circumstance that these two beginnings were, for him, simultaneous. CAT began as we began with CAT.

We recall the contract-signing of CNRRA headquarters on the morning of Oct. 25, 1946, with General Chennault sitting beside Director General P. H. Ho of CNRRA and signing his name to the English and Chinese copies while Partner Willauer waited back of them also to sign.

There had been plenty of pro and anti talk in the press and elsewhere, and CNRRA Public Relations had prepared a nice handout to keep the record straight. It looked like clear sailing that day until an acquaintance in CNRRA, relaying a kind of diehard minority report, told us:

"We're not all happy about CAT. There are some who believe that CAT has been wished off on CNRRA. They take a dim view of your airline."

That remark, disturbing then, is almost funny now, for CAT has proved and justified itself in the face of great difficulties. And while CAT may have lacked unanimous support at the outset, even critics have been "converted" since.

So it is time for CAT's employes to get rid of their inferiority complex if they ever had one. No one has reason to look down his nose at CAT or its mission.

In one year after the signing of that contract and in nine months of actual operations, CAT has become an institution built of solid usefulness and founded on facts as incontrovertible as a multiplication table.

You may wear your new CAT badge proudly! It is a medal for a battle won against doubt, cynicism and selfishness.

OUR COVERS

Photographs of two of CAT's extraordinary missions were chosen for the covers of this anniversary supplement of the CAT Bulletin.

The picture on the English cover was taken on May 22 at Lanchow, Kansu province, at the end of a flight 1,200 miles long and three miles high to clear the cloud-blanketed mountains of China's Northwest with a cargo of 40 thoroughbred sheep.

The story of CAT's aerial shepherding of 625 New Zealand thoroughbreds to improve indigenous North China stock is told more fully in CAT Pictures in this issue, as is also the story of CAT's flood relief work which provided a photo for the Chinese cover.

The picture of an unwinged Piper Cub being slipped into the yawning hatch of a C-46 was made at Hungjao airfield, Shanghai, on July 3. The Cub was airshipped by CAT to Canton where it was fitted with floats to serve in liaison and reconnaissance for the benefit of 5,000,000 victims of the Kwangtung flood.

EXTRA COPIES

By publishing the Chennault-Willauer story of CAT, which comprises the bulk of this supplementary issue, the Bulletin staff has tried to produce a magazine worth keeping—and passing around among CAT's friends.

The first printing order was for 1,500 copies which ought to be enough for CAT's employes, and whatever other demand develops. The primary distribution is one to each employe.

If you receive outside requests for additional copies please write or radio to Mr. Yu, our circulation manager, and say how many you need. Such orders will be met until we're down to a single file copy.—Editor.

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PROMISE AND FULFILLMENT

(The story of a unique airline)

Oct. 25, 1946-Oct. 25, 1947

BY C. L. CHENNAULT AND WHITING WILLAUER

Upon the victorious conclusion of hostilities with Japan, we conceived the idea of an air transport service whose sole mission would be to assist in the restoration, by the most modern means available, of China's disrupted transport.

It was our intention that this "rehabilitation airline" should serve, to the exclusion of all other purposes, for the re-integration and reconstruction of the Chinese nation during its difficult post-war period. As Americans long in the service of China, we believed—and still believe—that the highest interests of the United States and indeed all the free nations of the world would best be served by the growth of a strong and united China.

We believed—and still believe—that transportation is one of the principal keys to the integration and progress of the Chinese nation politically, economically and culturally.

With these essential concepts as the guide, a unique Chinese-American partnership was worked out in detail, and on October 25, 1946, after concurrence of the Executive Yuan of the Central Government, an operating agreement was signed by the Chinese National Relief and Rehabilitation Administration, on one side, and the Partners Chennault and Willauer, on the other. As a result of that agreement CNRRA Air Transport came into existence.

CNRRA, which thus gave its name to the new airline, was, under the circumstances then existing, the logical sponsor of such an air service. CNRRA, under its capable Chinese leadership, had shown a concept of relief and rehabilitation for China that went beyond the necessary and praiseworthy aim of putting food into the mouths of the people, binding up their wounds, repairing the ravages of war and restoring essential public services.

CNRRA's leaders saw the rehabilitation of China as an effort that should go to the very core of China's economic problems. They recognized that there could be no true and lasting rehabilitation that did not attack the economic stalemate that existed in many parts of China, owing principally to the disruption or lack of transport. In that concept of China's needs they shared the basic, motivating idea that had come to us.

The contracting parties, of course, recognized the immediacy of air transport needs for direct relief and rehabilitation. As a result, the agreement reserved to CNRRA an over-riding priority on the use of CNRRA Air Transport (or CAT) under all circumstances. This was thoroughly in line with the plans we had developed during the months of awful famine which struck Hunan province in 1946.

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SELFISH OPPOSITION

It had been our hope to get planes into the air in time to succor the starving people of Hunan. The fact that we did not is to be married down to the obstructions we encountered to the fulfillment of our plan.

We are not speaking of official restraint and deliberation that is natural when responsible people examine the merits of any important new proposal. Rather, it was a narrow-minded, selfish opposition directed to selfish ends.

The Hunan famine showed what an awful price in human misery and life itself can be collected for procrastination and back-biting—and that tragic example might well stand as a guidepost for the future.

CAT's opposition was based on the broad nature of its proposed function. While CNRRA (and later other relief agencies and government organizations) had the exclusive use of CAT on its inbound flights, the contract permitted CAT to haul anyone's cargo on its return flights provided the space was not required by CNRRA. In that sense CAT was to be a public carrier.

Such an arrangement was the only one economically feasible. We saw clearly that airlift of relief cargoes into China could never be possible if our planes were to be limited to a payload in one direction. That would have meant that the tariff for relief goods would have to cover the roundtrip.

Obviously that would have been impossible as a basis of operation without a great and wasteful expenditure by the relief program. It was, however, possible to work a two-way benefit to China by hauling cargoes in both directions. We foresaw two reciprocating factors:—

1. *The inbound movement of relief and rehabilitation cargoes sponsored by relief organizations or by agencies of the national and provincial governments, and*

2. *The outbound movement of cargoes which would directly serve in the rehabilitation of the same areas.*

It could be said that either of these would have been impossible without the other. Together they were complementary and reciprocal.

Thus it was fortunate for China that CAT's mission was not conceived as the movement only of immediate relief requirements such as foods, medicines and hospital equipment. Yet the very fact that the mission went appropriately beyond that need was responsible for the opposition that developed then, and persists now. Certain interests, not party to the negotiations, set about to obstruct CAT on the supposition that it offered a competitive threat to themselves.

It should be noted at this point that China's potentialities in air transport, even after the institution of CAT, are so limited that there is not now or in the foreseeable future any possibility of

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reaching a competitive balance between air transport capacity and the tonnages seeking airlift.

In other parts of the world where competition for cargoes is the principal stimulus for healthful improvement of air transport such opposition as CAT has encountered could be understood—though not even there condoned. In China where there is no question of an excess of airlifting capacity over the cargoes available this opposition cannot be properly explained.

To oppose CAT on the grounds that some day in a hazy future there may eventuate a healthful rivalry for cargoes is to play fast and loose with the vital and immediate interests of the whole Chinese nation.

China's two commercial airlines serve an important function in China. China is not likely ever to have too much air transport. It has not been and should never be our wish to supplant the scheduled airlines in areas where they have been fulfilling their role as scheduled carriers.

The organic difference between them and CAT is easily explained and understood. Their organizations are geared to their functions as scheduled airlines, and China must have such air service, just as any other progressive country.

CHINA'S SPECIAL NEED

China, however, poses an additional and special need which does not exist to the same high degree elsewhere and which scheduled carriers cannot fulfill. This need is a by-product of the war in China and other peculiar factors such as the geographical expanse of the country, the undeveloped or disrupted state of surface transport in many sections and the fact that China, of all the nations in the world, wishes to and must carry out a sweeping program of industrial and agricultural development.

In the realm of air transport this special requirement of China's resolves itself as the need for an unscheduled service. This term should carry no connotation of unimportance. Indeed, a proper unscheduled air service for China could be the most important means of solution for the most urgent transport requirements. The term "unscheduled" means simply that the service is not bound by prearrangement to established routes or times of operation. It is completely mobile, both as to time and space.

Scheduled service is, or should be, the answer to normal requirements for air transport—the movement of passengers and the steady flow of air express and mail cargoes for which the traveler or shipper must rely on established time and flight schedules between established points of operation. Such a service is not adapted to the occasional movement of great tonnages by single shippers, even between the scheduled points, and is even less adapted to handling such cargoes originating in or destined for points not covered by the normal schedules.

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When a scheduled service attempts to meet the shifting as well as rising and falling needs of bulk shipping it must depart from its schedules, at a considerable loss of efficiency, and itself provide an unscheduled service at the expense of its scheduled operations.

CAT was conceived as an unscheduled air service and its greatest contribution to China will be in that role. Our experience with wartime air transport, which itself was predominantly an unscheduled operation, taught us techniques of operation and maintenance which CAT has instituted and will continue to improve and expand.

The economic development of China cannot be put on a scheduled basis and the total air service available for it should likewise be adaptable to the day to day necessities, however great or wherever the cargoes originate or are destined. Scheduled air service cannot alone fulfill China's variable needs for air transport.

ECONOMIC "CHAIN REACTION"

By starting as and remaining an unscheduled carrier for the reasons foregoing, CAT has performed an economic service to China which far outweighs the tonnage statistics of its airlift to date, imposing as they are. Its cargoes have been selected ones—selected for the greatest possible economic value to be derived from their movement, as we shall illustrate.

CAT should continue in that specialized field. Because China is deficient in air transport, every ton should be made to count in a "chain reaction" of economic benefits: jobs and purchasing power restored among the people, factories and mines reopened or established, new fields planted, agricultural methods and strains of livestock improved, foreign exchange balances enhanced through revived exports, traditional export items restored to world trade, and every possible natural resource of the country brought to bear helpfully on the destiny of the people.

These were the controlling ideas in the origin of this airline, and it is unfortunate that not everyone could visualize the promise and fulfillment as we did. However, after eight months of operation, we believe that the idea has been adequately demonstrated.

While CAT was still in its long and difficult stage of negotiation last year, we set forth four objectives for the airline which apply as closely to the needs today as they did then:—

1. *To relieve the starving and sick in the war-devastated areas, by giving them emergency transportation.*
2. *By the same means, to repair the damages of war to industry, trade and homes.*
3. *To help provide work for the people and to improve their food and living conditions.*
4. *To assist in raising the standard of living and education of the Chinese people through efforts in the transportation field.*

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We believe that the members of the Policy Board can feel justifiably proud of the fact that CAT has fulfilled those aims and has moreover shown the way to their greater fulfillment in the future.

"VERY EXCELLENT JOB"

UNRRA's own judgment of CAT in the ninth month of its operations is most noteworthy. A hope for continuance of CAT was expressed by Maj. Gen. Lowell W. Rooks, director-general of UNRRA, on the occasion of his recent visit to China in connection with plans for closure of UNRRA and CNRRA in this country.

At his farewell press conference on October 21 General Rooks was asked by a correspondent what would happen to CNRRA Air Transport after the December 31 UNRRA-CNRRA deadline. General Rooks replied:

"CAT is a matter that lies between CNRRA and the Chinese government. UNRRA has no particular interest in that matter. We simply furnished the material for it. This corporation (CAT) was formed as an adjunct of CNRRA.

"We hope that arrangements can be made for a charter under which this line will continue to operate in China, that is, primarily as a freight carrying line as it has been operating—and, in my understanding, doing a very excellent job."

By contract with CNRRA, the life of CNRRA Air Transport is limited to the life of the sponsoring agency. It is therefore appropriate at this time to detail the manner in which CAT has fulfilled its promise and to re-examine China's need for such service as CAT is now rendering.

Any air transport service is a blend of men, planning and equipment. The war in China, especially in the later stages when the United States was an active ally of China, provided an exacting "laboratory test" for all three. China, at the end of the world's most difficult aerial supplyline, presented special problems in air transport. It happened that we, the contracting partners of CNRRA Air Transport, were party to the solution of many of the wartime problems, and our qualifications were recognized in the following quoted paragraph of our original agreement:—

"CNRRA has found Chennault and Willauer, due to their long experience in aviation and transportation problems in China, competent, and has ascertained that they are available to organize and operate the type of air transport service needed by CNRRA...."

We provided the leadership to which CAT's selected personnel, predominantly Chinese, were drawn. Most of CAT's employes in the more important categories were chosen from among the many airmen and technicians we had come to know personally during our wartime service in China.

We shall deal with the character of CAT's personnel at greater length further on in this memorandum. Suffice it here to state that their selection was the most important—yet the simplest—

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organizational task we faced at the inception of CAT. The selection and procurement of our *matériel*—from the planes themselves to the smallest replacement part—was, because of limitations beyond our control, the most difficult and exacting responsibility.

There was little question as to the types of aircraft desirable for the prospective operation. The world's greatest twin-engined cargo plane, the Curtiss C-46, had been tried out under the most exacting flight conditions and appropriately modified and improved by its wartime use in cargo deliveries across the Himalayan "Hump" between India and southwest China. Naturally we chose C-46's for the bulk of our fleet.

It was not, however, advisable to constitute the fleet entirely of C-46's if CAT was to attain its intended flexibility. For that reason we supplemented the C-46's with Douglas C-47's, the military modification of the well known DC-3. This type has been called "the most proven airplane in the world" owing to the long years it has served as an almost standard type on commercial airlines all over the world.

The C-47, carrying a smaller load than the C-46, and differing from the heavier plane in several other ways, was more suited to certain kinds of cargoes and the limitations of certain Chinese airfields.

COMPOSITION OF THE FLEET

The CAT agreement with CNRRA provided that CAT should have "an operating strength at all times of approximately 12 planes consisting in part of C-47's and in part of C-46's, in such proportions as to permit the most efficient type of operation." Obviously it was necessary to have more than "approximately 12 planes" if the continuous operation of that number was to be assured. It was therefore our decision to acquire a total of 19 aircraft for flight—five C-47's and 14 C-46's.

CAT acquired five C-47's, all for flight, and 17 C-46's of which 14 were for flight and three for cannibalization, i.e., salvage for spare parts. However, owing to damage and condemnation, the number of C-47's was reduced by two and it was agreed by all parties concerned that one of the C-46's intended for cannibalization should be reserved for flight. Thus CAT, in October, 1947, had a total of 18 aircraft for flight:—three C-47's and 15 C-46's.

The question of where to get the planes had its obvious answer in the surplus aircraft then lying in the liquidation dumps of several Pacific Islands, many of them almost unused except for the flying time it had taken for their delivery to the Pacific war theater in the last weeks of hostilities.

It is a significant sidelight that these 19 aircraft might still be lying in corrosive disuse in the Philippine and Hawaiian Islands, whence they came, but for the proper use CAT found for them. The same consideration also applies to 25 additional C-46's which CAT acquired in the Philippines for spare parts salvage to keep its original aircraft in operation.

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According to conditions imposed in the acquisition of these 25 aircraft, CAT is forbidden to put any of them into operation, regardless of the public need.

But planes alone cannot make an airline. The establishments aground necessary to the upkeep and operation of even a small fleet are quite beyond the casual comprehension of the uninitiated. The ground installations and the men that run them are quite as important to safe and efficient operations as the planes and crews in the skies above.

We were well aware of our responsibilities in this connection, and CAT's engineering and communications and other vital ground operations have been continually expanded and improved to keep pace with our expanding operations although we fully realized that any permanent investment aground would be virtually wiped out if the airline were not to continue after expiration of the CNRRA contract.

But we had full faith that the record of CAT's benefits to the economy of China would be understood and appreciated by the Chinese government, and that the government would desire the continuance of the operation in some form.

PERMANENT ESTABLISHMENTS

Although mobility and adaptability have been the essence of CAT's function as an unscheduled airline, it has been necessary to set up certain permanent establishments. These have been limited largely to Tien Ho airfield, Canton, and Hungjao airfield, Shanghai, respectively CAT's main repair base and operational headquarters. At each of these places CAT has made substantial improvements not only by erecting new buildings but also, in the case of Hungjao, by making basic engineering improvements on the runway and adjacent parking areas.

While all these improvements were necessary to the safety and efficiency of our operations they nevertheless enhanced the real value of the two airfields. Here again our faith in the continuing value of our mission and the appreciative judgment of it by responsible Chinese officials was the controlling consideration. We were determined that CAT's contribution to China should in nowise be handicapped by any sense of contractual insecurity.

The original plans for CAT called for operations out of a main base at Canton, and service covering additional operational points specified as Shanghai, Hankow, Nanchang, Kweilin, Hengyang and Liuchow (Kwangsi province), together with "operations required to points other than those named from the Canton base, or from Hankow, or Shanghai, or from other points to be mutually agreed upon."

Obviously it was not possible to anticipate the volume of demands upon CAT for airlift, and it developed early in CAT's operation that the Kwangtung Regional office of CNRRA at Canton was unable to fulfill the tonnage commitments that had been given for the proposed south China operation.

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Moreover, the demand for the movement of direct relief cargoes north of the Yangtze river was greater than had been anticipated. In keeping with the mobile nature of CAT, it was possible to reorient its operations without reducing required service to the relief agencies in south China.

With the growth of traffic north of the Yangtze CAT went on developing its Canton establishment in several ways but restricted its principal function to that of a maintenance base. Operating headquarters were shifted to Shanghai, from which North China could be more easily served.

BROADER CONCEPT OF REHABILITATION

While we had always held that CNRRA (or UNRRA) cargoes should command top priority in CAT's operations we had nevertheless wished from the beginning to insure the full effectiveness of CAT through a broader concept of rehabilitation cargoes. It was obvious from the very beginning that CNRRA (and URRRA) cargoes were not the only rehabilitation cargoes deserving movement into the Chinese interior.

Our original idea was to guarantee CNRRA (or UNRRA) cargoes the priority they deserved but to fill out the potential but unused airlift on the inbound flights with cargoes sponsored by other relief and welfare organizations as well as national and provincial government agencies (including mail, if our service was desired), and thereby assure the maximum economic benefit to China from the airlift available.

It had been a triumph for our opposition when our original contract forbade CAT to carry anything but CNRRA (or UNRRA) cargoes on its inbound flights or between Canton and Shanghai. If this rule had not been relaxed CAT might have failed. However, in April the original contract was amended, and CAT's inbound airlift was broadened to include government cargoes and those of other relief agencies besides CNRRA/UNRRA.

The growth of CAT as a rehabilitation airline in China is shown in the following table of operations month-by-month:—

FEBRUARY:	TON MILES
UNRRA/CNRRA passengers & cargo	35,605
Other relief & rehabilitation passengers & cargo	4,512
TOTAL	40,117
MARCH:	
UNRRA/CNRRA passengers & cargo	14,170
Other relief & rehabilitation passengers & cargo	29,593
Mail	47,580
TOTAL	91,343
APRIL:	
UNRRA/CNRRA passengers	8,937
UNRRA/CNRRA cargo	39,734
Other relief & rehabilitation passengers	699
Other relief & rehabilitation cargo	87,772
Mail	22,284
TOTAL	169,426

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	TON MILES
MAY:	
UNRRA/CNRRRA passengers & cargo	120,230
Other relief & rehabilitation passengers & cargo	132,220
Mail	83,893
TOTAL	286,343
JUNE:	
UNRRA/CNRRRA passengers	87,602
UNRRA/CNRRRA cargo	124,475
Other relief & rehabilitation passengers	4,510
Other relief & rehabilitation cargo	100,249
Mail	55,984
TOTAL	322,820
JULY:	
UNRRA/CNRRRA special loads	54,326.50
UNRRA/CNRRRA passengers	47,541.52
UNRRA/CNRRRA cargo	161,728.41
Other relief & rehabilitation passengers	30,811.12
Other relief & rehabilitation cargo	288,211.54
Mail	35,344.51
TOTAL	617,963.60
AUGUST:	
UNRRA/CNRRRA special loads	45,336.87
UNRRA/CNRRRA passengers	53,324.44
UNRRA/CNRRRA cargo	162,762.89
Other relief & rehabilitation passengers	51,233.19
Other relief & rehabilitation cargo	394,157.36
Mail	55,437.18
TOTAL	762,251.93
SEPTEMBER:	
UNRRA/CNRRRA special loads	29,041.35
UNRRA/CNRRRA passengers	37,662.50
UNRRA/CNRRRA cargo	141,903.16
Other relief & rehabilitation passengers	58,996.31
Other relief & rehabilitation cargo	371,296.94
Mail	52,047.87
TOTAL	690,948.13
GRAND TOTAL FOR EIGHT MONTHS	2,921,212.66

(OCTOBER FIGURES HAVE NOT YET BEEN COMPILED BUT PRELIMINARY REPORTS SHOW THAT CAT FLEW MORE THAN 1,000,000 TON MILES IN THAT MONTH. THUS THE GRAND TOTAL FOR NINE MONTHS OF OPERATIONS IS ABOUT 4,000,000 TON MILES!)

(Note: Whereas CAT was permitted by its original contract to carry "commercial" cargoes and passengers on its backhauls, this category of backhaul tonnage has never exceeded five per cent of CAT's work and has been subject to a progressive reduction in favor of government agencies which have demanded more and more of CAT's outward lift. In the foregoing table this five per cent has been properly included in "other relief & rehabilitation" tonnages. In considering the application of airlift to economic rehabilitation it must be borne in mind that it is quite as necessary for isolated areas to export their products as it is to receive goods and equipment from the outside.)

TWO-WAY BENEFITS

A recent operation of CAT's in Shantung graphically illustrates the two-way benefits of such airlift. The airline contracted to move 1,000 tons of raw cotton from Tsinan, a city isolated by the civil strife in Shantung. The cotton was consigned to the China Textile Corporation, a government concern with mills at Tsingtao.

The Tsingtao mills, with 332,468 spindles, employ about 19,000 persons but they had to have raw cotton or shut down. Tsinan had the raw cotton but needed cloth as did many other cities in China.

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By fitting the cotton contract into its other Shantung operations, CAT not only brought the raw material to the mills but carried back part of the finished product to Tsinan and other isolated areas. In that manner an outlet was found for the distressed commodity of one area, employment was provided in another, and in still others the finished product went to clothe the people.

That is the kind of economic cycle CAT is facilitating wherever it has flown in China, and the example of Shantung's cotton has been multiplied many times in the terms of other industries, other commodities and other people. Any random sampling of CAT's inbound manifests is an eloquent argument of CAT's worth toward the rehabilitation of China:

Medicines, cloth and rubber shoes for Anyang; seeds for the farmlands of Honan; generators and tires for Hengyang; tractor parts, engine equipment and gasoline for Kaifeng; gasoline, lubricating oil, medicine and engine parts for Kunming, pumps and drilling machines for the development of the Kansu oilfields, cloth and cotton yarn for Linfeng, nickel and chrome alloy for the steel mills of Taiyuan, water pumps to restore the coal mines of Weihsien and wire to revive Weihsien's electrical system.

We have not carried even a single ton of luxury goods!

CAT might indeed justify its whole existence on those inbound manifests, yet the outbound service has been of equal or greater value. Among other results, it has pointed the way to a restoration of many of China's throttled exports to their traditional place in world markets.

Take, for example, CAT's recent contract with the China National Resources Commission for the movement of 300 tons monthly of wolfram or exportable tin from Kunming to Liuchow (the nearest point of contact with river shipping to the coast) and a concurrent private contract for the movement of an additional 300 tons of tin monthly. Together, these monthly tonnages represent a value to China in foreign exchange conservatively figured at US\$1,200,000.

Besides the mineral cargoes out of Kunming, CAT's outbound cargoes have been averaging, conservatively, a value of US\$300,000 a month in materials which are either for export or which by avoiding the need for imports show a saving of foreign exchange. Thus it is clear that CAT is presently instrumental in the acquisition by China of a total of US\$1,500,000 monthly in foreign exchange.

FINANCIAL POSITION

We are in position to report now, after less than nine months of operation, that CAT, in part through fresh private capital and in part through its own revenue, has retired approximately 90 per cent of its financial obligation to CNRRA for equipment furnished by UNRRA and CNRRA. This obligation, equal respectively to US\$1,100,000 and US\$100,000, actually had 18 months to run, from the effective date

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of our contract, Oct. 25, 1946, under an installment amortization plan which required repayment with interest at the official government rate.

The contract with CNRRA was based on an UNRRA allocation to CNRRA to cover procurement of planes and equipment not to exceed US\$2,000,000. This arrangement has sometimes been called a subsidy or outright gift by our critics. Nothing was ever farther from the truth. No one has given CAT anything.

Permit us to quote from an article that appeared Sept. 4, 1947, on the editorial page of the *China Daily Tribune*, Shanghai:

"One old and threadbare criticism of CAT was that it was 'subsidized' by UNRRA. That is scarcely the proper word. No one could reasonably expect experts capable of organizing and operating an airline to have bank accounts of the kind it takes for such a project. That is where the UNRRA financing came in—in the form of a loan (not a gift or subsidy) for the purchase of planes and equipment. General Chennault and Mr. Willauer also put capital of their own and of their own backers into the project. Amortization of the UNRRA loan has the first claim on CAT's income."

The contract with CNRRA stated "it is expected that UNRRA will further provide foreign exchange requirements for pay of foreign personnel and procurement of fuel and other foreign supplies up to the amount of US\$1,000,000." The contract further committed CNRRA "to use its best efforts" to obtain the US\$1,000,000 in foreign exchange from UNRRA, but this proviso was added:

"Such allotment shall only be turned over to CAT in proportion to CNRRA's use of CAT's services, compared to commercial use." The contract also provided that CAT pay CNRRA for this foreign exchange.

In the ninth month of operations foreign exchange is the gravest problem we face. Our needs represent only 13 percent of the foreign exchange value of CAT's service to China—13 percent of the amounts by which CAT's operations have enhanced China's own foreign exchange position.

PERSONNEL CAREFULLY SELECTED

Naturally CAT gave the most careful attention to the selection of its flying personnel, both foreign and Chinese. It was our advantage, owing to our long acquaintance with many men who had been seasoned by flying in China, to be able to select those best fitted for our flight assignments.

It could be said fairly that CAT's flight personnel represent a choice out of hundreds of available men all more or less qualified by actual experience in the skies of China. There is no adequate substitute for China flying time in the training and qualification of any flier for service in this country.

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Through its careful choice of fliers and diligent attention to the maintenance of aircraft and communications both aground and in the air, as well as a meteorological service of its own, CAT has completed nine months of operation, with a total of about 4,000,000 ton miles flown, without having lost a single aircraft in flight or even an accident serious enough to cause injury to anyone.

The fact that we are primarily a cargo carrier has occasioned no relaxation of safety standards. —CAT is safe!

CAT has 40 of the best transport fliers in the world and a score of the most qualified flight radio operators that could be found in China. The flight operators are all Chinese and CAT has declared an open policy on the hiring of captains and first officers which will bring additional Chinese flight personnel into the organization whenever they can be found bearing the necessarily high qualifications.

As matters now stand CAT's captains (or pilots) average close to 3,000 hours of experience at the controls of airplanes in flight. That is the incontrovertible criterion of flying experience which airmen call their "flying time."

This bulk of experience might be compared to the total time a surgeon has spent in the operating room—but with the life of not only one person but several depending on his technical skill and judgment.

Out of their 3,000-hour average, our captains have spent half their flying time on China's airways. The high qualifications among our first officers or co-pilots—Chinese and American—are similarly indexed by a high average of flying time. In their case the average is about 1,500 hours, half of which is China flying time.

Instrument flying time, a most important consideration for operations in China, averages about 400 hours for CAT's captains and about half of that for its first officers. Moreover, all of CAT's captains are qualified on GCA—the ground control approach system which can assure the safe landing of aircraft during conditions of zero visibility wherever the airfields have the appropriate equipment.

The American military flying services that served China as allies during her war with Japan have contributed the bulk of CAT's pilot personnel. Several men were members of the American Volunteer Group (The Flying Tigers) or the 14th Air Force while most of the others, newer to China, came from the U.S. Army's Air Transport Command or other transport units of the army, the navy and marine corps. Among the latter are a number of combat veterans of the war with Japan in the Pacific.

CAT's chief pilot is Major Kenneth W. Buchanan, with a record of 5,000 hours of flying time of which nearly 3,000 hours were in military aircraft. He is a veteran of the "Hump" operations in 1944 and 1945 and the aerial evacuation of Suichwan, Kweilin and Laohoku air bases.

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Before joining CAT, Major Buchanan was air inspector for the Air Transport Command at Kiangwan. Previously as instrument flight examiner, check pilot and instructor pilot, he accumulated many valuable hours of flying experience in all kinds of China weather. He has been in China for more than three years.

SEVERAL AIRLINES IN ONE

CAT's pilot organization is geared to the operational mobility of the airline itself. By drawing on the services of its senior pilots as acting assistants to the chief pilot (who is stationed at the Shanghai headquarters base) CAT can—and does—overnight become for all intents two or more airlines, each operating for its necessary period on a virtually autonomous basis from various points in China.

These acting assistants to the chief pilot are complemented for the needs of a particular operation by the assignment of ground maintenance teams and communications and traffic experts. CAT has maintained separate unscheduled services at various times for areas in Shantung, Hopei, Shansi, Honan, Kansu, Yunnan, Kwangsi, Hunan and Kiangsi provinces, with Shanghai (in Kiangsu) and Canton (in Kwangtung), serving as the bases of supply and periodic maintenance.

There is of course a great overlapping of these and other areas by CAT's charter missions and other operations out of Shanghai and Canton of a special nature. The only missions of a regular or quasi-scheduled nature are the Tuesday and Friday shuttle flights between Shanghai and Canton, largely for the purpose of liaison between the two bases.

CAT's communications and engineering departments are adaptably organized in accord with the mobile function of an air service which often comprises several airlines working in widely separated parts of China. Communications are under the overall control of Colonel John Williams, formerly staff communications officer of the 14th U.S. Air Force, who has had twenty years of experience in this field.

Engineering is under H.L. Richardson, chief engineering officer, a flier himself and one of the most accomplished aeronautical engineers on this side of the world. His assistant, Colonel M. A. Garrod, in charge of CAT's engineering at Canton, served China throughout the war with Japan.

In communications, engineering and indeed all sections of CAT there is a partnership of Chinese with a sprinkling of American technicians most of them long acquainted with China. Communications technicians include Chinese, who helped set up China's wartime air-raid warning net—one of the most remarkable achievements in military history. Engineering personnel include scores of Chinese with wartime and even pre-war experience in Chinese aircraft factories.

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At the head of the operations department, which includes pilotage, communications, engineering, meteorology and so on, is Colonel Charles W. Hunter, CAT's director of operations who first came to China as an aeronautical engineer in 1931. Colonel Hunter was manager of the Hangchow Aircraft Factory, 1935-37, and moved its equipment to Hankow at the outbreak of the Japanese war of aggression. When Hankow was lost in 1938 Colonel Hunter joined the withdrawal deeper into China.

In 1939-41, he built and operated the Chinese Air Force factory at Loiwing, Burma, and served throughout the Burma campaign of the American Volunteer Group. In 1942 he was commissioned in the U.S. Army Air Forces and remained with the 14th Air Force in China throughout the war.

DEVELOPMENT OF COMMUNICATIONS

In communications, Colonel Williams' first assistant is Charles Yen (閻建勛), a veteran of the Chinese Air Force and the AVG, who probably did more field work than any other man in the establishment of China's air raid warning system. The chief of communications supply has spent 15 years in communications work, and the officer in charge of airborne radio equipment, has 6,000 hours of actual flying time. Both of these Americans are, incidentally, veterans of the AVG.

China's overall position on airways communications and radio navigational aids has been, and still is, sorely deficient. Yet substantial relief is promised by the Civil Aeronautics Administration of the Ministry of Communications with its plan for a unified China network. CAT, in its first eight months' operations, would have attained an even higher level of utilization if it had not been for a deficiency in communications and the necessity of using CNAC's overcrowded network.

At present CAT is acquiring additional communications equipment which we expect to pool with similar contributions from the various airlines, the Chinese Air Force and the U.S. Army under the CAA network plan. Since this network will handle only basic operational traffic such as flight plans and flight reports it is anticipated that we shall have to maintain certain point-to-point radio facilities, such as we have already established, for the handling of CAT's other radio business.

In addition, it should be possible within a few months for CAT to lay down a temporary radio station at any designated airfield in China that might lack the communications facilities necessary for a sustained cargo operation. The organization of ground communications teams for such missions has been well worked out and tested in CAT's operations to date, especially in North China.

Communications and engineering have joined in the organization of field teams equipped for ordinary maintenance and repair of aircraft and airborne radio equipment at outlying bases. This

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idea has added considerably to the utilization of aircraft, by making it unnecessary for planes to return to Shanghai or Canton for any reason except major repairs or operational requirements.

CAT has attained a daily average utilization of approximately two-thirds of its fleet, which is very creditable for China, and its daily average of flight time for operable planes is about six hours.

CAT has now about 650 employes, and we believe that barring unforeseen expansion of our mission we can consider the employment level fairly stabilized. Of these, about 100 are Americans and about 550 are Chinese.

EMINENT CHINESE

A great measure of CAT's success is owed, we believe, to the stature of the Chinese, who have joined us on the upper administrative levels as well as in the business and operations departments. We might mention, in passing, a quintet of retired colonels of the Chinese Air Force—D. S. Chang (張子璇), our Canton base manager; P. Y. Shu (舒伯炎), the chief Chinese secretary and aide to General Chennault; C. S. Lee (李彊雄), CAT's chief security officer; K. Y. Young (楊官宇), base manager at Liuchow, and Y. L. Kwok (郭玉麟), base manager at Kunming.

On the policy-making level of CAT we are fortunate in having such eminent Chinese as Dr. K. M. Hsu (徐國懋), general manager of the Shanghai head office of the Kincheng Bank, and Dr. Wang Wen-san (王文山), manager of the Nanking office of the same bank. They are members at CAT's policy board.

Then there are Mr. K. S. Mau (冒景煊), Mr. Frank Chiu (邱德培) and Mr. Arthur Y. H. Fung (馮玉衡)—three top-ranking executives in our business department whose background and special abilities have been of such value. Mr. T. C. Chen (陳天驥), secretary to the chairman of this board, Mr. William K. Chau (周文廣), our comptroller and, of course, heading up the entire roster of our Chinese colleagues, the distinguished chairman of the board himself, Mr. Y. L. Wang (王源凌).

Yuan-ling Wang, scholar of economics, former professor, former government administrator and technical expert, now combines a progressive participation in public service with a highly successful career of business administration. A native of Jehol province, he studied economics at the University of Wisconsin (B.A.) and Columbia University (M.A.) and later held a professorship at China's Northeastern University. Among other government posts, he served as a section chief in the Northwestern Economics Research Commission, and was a member of the fourth plenary session of the People's Political Council and a delegate to the first session of the National Assembly. Mr. Wang is the principal capital backer of CAT and combines his duties as chairman of the CAT policy board with those as general manager of the Universal Industrial Company, Ltd., Hankow.

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We believe that CAT has demonstrated the full effectiveness of Chinese and American teamwork when the lineup is right.

TOWARD LOWER AIR TARIFFS

One of CAT's subsidiary purposes has been to prove that air transport need be no high priced luxury in China. While air transport will never entirely supplant surface media it is destined nevertheless for a greater and greater role in carrying people and the things they live by.

It is a pointed comment on China's standard air tariffs that we felt justified originally in offering an air service to CNRRA at rates from 15 to 20 per cent less than those collected by CNAC and CATC, and that our rates to CNRRA now are only one-third of the CNAC and CATC rates.

Our contract set the rate at US\$0.90 per ton mile, payable in CNC at the official rate. CNRRA, however, was granted a 33-1/3 per cent discount early in the operation of CAT to allow an increased utilization of CAT, and in July, when China's air freight rates were doubled, CAT's rate to CNRRA was returned to the US\$0.90 basis. All CAT charges to CNRRA are payable in CNC at the official rate of exchange, i.e., 12,000 to one.

We believe that under certain circumstances air tariffs in China could be lowered and still allow a reasonable margin of profit.

The prerequisites here include a thorough overhaul by the older lines of their operating methods and an energetic streamlining of personnel. The greatest drag on airlines in China is the weight of useless or inefficient employes. This is an abnormal operating charge that can be met only through abnormal tariffs. We believe CAT is a fair yardstick on this. For each aircraft of our fleet there are less than 40 persons on the payroll including administrative, business, and operational personnel. We believe no other airline in China approaches this low ratio of personnel to planes.

CAT GETS "FAN MAIL"

One of the most impressive proofs of CAT's fulfillment in China has been the many telegrams and letters from people who know in a personal way what CAT has done. Where else in the world has an air transport service drawn such a volume of "fan" mail?

It would be possible to trace CAT's history in these letters and telegrams, for they have come to us from every part of China where our planes have gone.

These testimonials, taken as a whole, emphasize two cardinal points:

1. *China's need for an unscheduled air service, principally a cargo operation, to assist in the reconstruction and development of China.*
2. *CAT's fulfillment of that need.*

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First consider the following letter from Weihsien, Shantung province, at the time of writing the center of a community of about 2,000,000 persons cut off from normal contact with the rest of China by the civil strife:

June 21, 1947

"Dear General Chennault:

"Herewith we are requesting you to grant us a great favor to help out the people of Weihsien and Changlo Counties. Due to the obstruction of communications the people here could hardly live because we have no way to get imported supplies from Tsingtao or to transport local products to Tsingtao.

"We are grateful for the help you have already given in sending the relief supplies with your planes for CNRRA and the supplies for our power plant. We hope that you will be able to help us even more with your planes.

"Depending upon the demand of the people we figure that sixty round trips from Tsingtao to Weihsien every month will take care of the tonnage of cargo needed. If granted we will strictly follow your rules about paying and arranging for loading and unloading etc.

"Hoping to get your favorable reply and thanking you in anticipation, I am,

Gratefully yours,

T. T. Chang

Political Commissioner for the 8th District
of the Shantung Provincial Government.

WANT CAT TO CONTINUE

An illuminating testimonial which did not come to us directly but was published in the Shanghai Evening Post and Mercury of August 28, 1947, was penned by a missionary who bore witness to part of CAT's Weihsien operation:

"... This August 18 found isolated Weihsien the center of intense air activity. CAT flew 10 flights of relief supplies for the Mission and CNRRA working teams. Hog bristles, tobacco leaf and other Weihsien products were flown out. Thirty-five tons of mail alone were flown in. Four hundred students seeking education in Tsingtao were flown out. Were it not for the CAT planes, this town would be without electricity and coal, and the Mission Hospital would have had to close. The planes brought in pumps and electrical repair materials so the mines could be pumped out, and the electric plant started.

"Even with the fighting not more than five miles away the courageous pilots still flew in tons of nutritional foods, vaccines and other needed medicines. They also flew out all the baggage left by the refugees in the Internment...

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"Prices have been halved in Weih sien since the planes started going in. Cotton goods dropped from \$20,000,000 to \$14,000,000..."

In September, 1947, three leading citizens of Weih sien, Chao Hsin-kuei, Chung Hua Christian Pai-nan Association; Hwang Luteh, Weih sien Kuang-wen Middle School; Chang Kuan-tseng, Weih sien Christian Hospital, appealed to General Chennault to continue the assignment of planes "without interruption."

"Although the Communists in Shantung are gradually getting weaker, means of communication cannot yet be restored," their letter said in translation. They reported that isolation of Weih sien had increased the price of cloth to CN\$1,000,000 per piece, flour to CN\$7,000 per catty and multiplied the price of other daily commodities by more than ten times.

"... Since the arrival of your planes, the supplies have been regulated, prices lowered, gradually in line with those at Tsingtao. Moreover, the prices of food locally produced are also getting lower by 50%, due to the stability of financial conditions. This gives more facility for the travellers. Other districts close to Weih sien show no signs of increasing in prices. This helps greatly to the living conditions of the local people..."

WELFARE AGENCIES REOPENED

CAT has played a tremendous role in the re-establishment of Christian missionary agencies at many places in the Chinese interior. CAT has been instrumental in the reopening of schools, hospitals and other philanthropic institutions whose value to the welfare of the Chinese people cannot even be estimated.

How CAT assisted in the restoration of hospital service to Tsinan, in Shantung province, is related in a letter of Oct. 10 from Dr. Ernest B. Struthers, dean of the college of medicine of Cheeloo University at Tsinan:

"This note is mainly to voice our appreciation of the valuable service which CNRRA Air Transport has done in air-lifting supplies for Cheeloo University Hospital from Tsingtao to Tsinan and from Shanghai to Tsinan.

"Ever since February, railway service from Tsingtao has been suspended, so, without air service to bring in drugs and hospital supplies, we should have found it impossible to provide the type of service which we now render to the Tsinan community and those who come in from many parts of the province.

"We received from Tsingtao, three weeks ago, 70 cases and, two days ago, a further 160 cases of medical supplies. In addition to these flights, we received, earlier in the year, 60 beds and mattresses.

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in the past. It is our hope that you will continue rendering such services, and that your company will have a long and useful history here in China.

"We feel that the service that you are giving is not only a great help to the missions, but to China as well. It is something that the Chinese should appreciate..."

Here is part of a letter dated Oct. 6 from Dr. B. J. Cauthen of the Foreign Mission Board of the Southern Baptist Convention, Shanghai:

"This is a note to express appreciation of the service rendered by your organization making possible our sending a group of our missionaries to Peiping yesterday....."

"Those of us in mission work are glad to see the contribution to the welfare of this country being made by CAT..."

"SPLENDID WORK"

An appreciation of CAT's work and CAT's personnel came from Dr. Everett E. Murray, vice chairman of the China Council of the Presbyterian Church in the U.S.A. He wrote on Sept. 10, from Shanghai:

"Word has come to me from Shantung telling of the splendid work of your men and planes in shipping various things by air between Tsingtao and Weihsien.

"During the past year I lived in Weihsien where I spent over twenty years of my life working in the Mission hospital, and I want to express my thanks to you who are laboring to develop and carry on this fine service for China.

"I assure you that what Captain (Alvin L.) Burrige and his fellow workers have done to make these flights possible, has been a real help not only to the two million people in the Weihsien area, but also especially to the work being carried on in the hospital which is taking care of many sick people. We who know Captain Burrige, admire him for his patience and his determination to make that work a success. I consider him one of the finest type of Americans trying to serve China. With men helping you like Captain Burrige, I feel sure there will be much success to your activities..."

From Honan, Shensi and Shansi provinces, where surface transport has been long disrupted, have come eloquent tributes to CAT's service.

The following is a telegram dated August 22, from the Honan provincial government:

"The whole district of Chengchow cheers with gratitude on learning that CNRRA Air Transport has sent planes to Chengchow for the sole purpose of dis-

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"We are also indebted to your organization for flying in many members of our staff and, before the University opened, over a score of Cheeloo students were flown in from Tsingtao.

"The University opened on September 3rd and is running fairly normally . . ."

A large number of communications have been received from missionary organizations. The following excerpts from a letter, Sept. 5, 1947, by Reuben A. Torrey, Jr., administrator, the Restoration Fund for China of the Board of Foreign Missions of the Presbyterian Church, U.S.A., show an estimate of CAT's value which far exceeds the immediate uses to which that organization had put this airline:

"... The cordial co-operation which you and they (CAT's pilots) have shown in transporting personnel and freight to numerous stations which would otherwise be inaccessible, has meant very much in our work of bringing relief to the suffering people in the vicinities of our mission stations. No one can estimate the value this has been both to our mission work and to the people whom we seek to serve"

"... You are undoubtedly rendering a valuable piece of service to China, as well as to relief organizations and Christian missions. We anticipate the ever deepening friendship and cordial relationships with you and your personnel. I would take this opportunity to express my sincere hope, that your unit may become a permanent agency in China, setting a model for courteous, efficient and economical air service . . ."

A similar sentiment was voiced by President L. Grady Cooper of the American Lutheran Mission, Tsingtao, Sept. 22, of which the following is an excerpt:

"This is to express the appreciation of our mission for the services which your company has so kindly rendered in transporting missionary personnel, baggage and supplies tributing relief goods to refugees and to rescue cotton yarns from Anyang. We send herewith our sincere respects and hearty thanks."

Governor Liu Mo-en of Honan province took note of CAT's service to Anyang in a letter dated Oct. 11.

"We deeply appreciate your kind assistance in airlifting food to Anyang and bringing back cargoes and student refugees during its critical situation. We may also depend upon for assistance in the future"

From Honan also came a letter signed by members of the Anyang Provisional Relief Commission, dated September 6:

"Our country is very unfortunate on account of the rampancy of Communists in the various districts.

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"Anyang has been surrounded for several months without relief, and the people are all in distress worse than the waters of tribulation and the fires of torment.

"We and all our members are very grateful for your generosity in supervising the relief and air transportation work, and in expediting the early transportation of supplies to meet our urgent requirements. The energetic work and competent arrangements rendered by your staff are highly appreciated.

"We take the opportunity to ask Dr. Ting Tseng-yu to represent our Commission and to call on you with a view of expressing our sincere thanks for your kindness."

Telegrams and letters from Governor Yen Hsi-shan of Shansi province and members of his government have shown, too, the economic and social benefits of CAT's operations.

General Yen wrote on July 28:

"I wish to thank you for your generous assistance in airlifting supplies to our province so that our people can keep on and not fall into panic. I have no way to express how grateful our refugees feel about your help during this critical moment...."

On Oct. 3, 1947, CAT completed a speedy evacuation of 748 Japanese repatriates from Taiyuan to Peiping, the first leg of a journey back to Japan. Air transport was the only way in which the burden and responsibility of caring for the Japanese could be removed from the Shansi government.

"The air-transportation of Japanese residents promptly completed at this time gives us great assistance," Governor Yen telegraphed. "Please express my thanks to General Chennault."

FLOOD RELIEF

CAT's energetic intervention on behalf of Kwangtung province for the alleviation of 1947 flood suffering drew notes of thanks from several quarters.

In June and July, CAT transport planes flew a series of survey missions for relief authorities in Kwangtung and, in order to collect the closest possible data on the ravages of the flood, sent to Canton and operated at its own expense a Piper Cub floatplane. It was flown by Kay Booth, a CAT reserve pilot—the only woman flier in China.

Kwangtung's gratitude and estimate of CAT's assistance are shown in the following excerpts:

(From a letter, July 17, by Chen Wen, Supervising Administrative Officer of the 3rd area and concurrently Garrison Commander of the Kwangtung Province, Teng Tseng-tao, Kaoyao District Magistrate, and Li Hsien-jen, Kaoyao Hsien Flood Emergency Relief Commission:)

"During the recent visits of your plane to the Sikiang (West River) flooded area to investigate flood conditions,

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the people were greatly encouraged, the provincial authority secured the actual flood conditions, and the people in the flooded districts thereby received immediate relief. . . . We would represent the people in the Sikiang flooded area to express their sincere thanks. . . ."

(From a telegram, dated July 14, by the Flood Relief Emergency Committee of Kwangtung province:)

"During the recent flood in Kwangtung, we had the honor of receiving your large contribution for relief purposes. In order to meet our urgent requirements you have also kindly assigned your plane with which we could have a birdseye view of the flood conditions in the various districts of Kwangtung province. With this valuable assistance this Commission is in a position to extend relief measures, so we wish to tender our sincere thanks and also to represent the 5,000,000 people in the flooded area in an expression of their gratitude. The good relations between China and America have been greatly promoted by this occasion."

(From a letter, dated July 17, by Commissioner T. H. Lie of the Canton police bureau:)

". . . . We again obtain your valuable assistance. I express not only my great admiration but I also believe that you have promoted the friendship between our two countries. . . ."

From a letter, dated July 15, by Dr. K. Loo Huang, deputy director CNRRA Kwangtung Regional Office:)

"Your Piper (float) plane is doing wonderfully here in Canton for the cause of Kwangtung flood relief. The whole of Kwangtung is thankful. The Canton dailies are publishing some of the documents concerning your fine works as well as their thankfulness. With this letter, you will find some of the clippings. . . . I express the CNRRA Kwangtung Regional Office's gratitude to CAT for the cooperation it offers to CNRRA in this flood. . . ."

(From a letter, dated July 24, by the Flood Relief Emergency Committee of Kwangtung province:)

"We appreciate very much your kindness in sending airplanes to assist our inspection of the flood area in Kwangtung so that our relief work may be carried out in efficient and practicable ways. We are now presenting you a silk banner as an expression of our gratitude as well as of the millions of refugees of our flood area."

MOVEMENT OF DISPLACED PERSONS

CAT's movement of displaced persons within China also earned the thanks of the beneficiaries. The following is excerpted from a letter, dated August 27, from Mr. Soo Jen Chuen, chair-

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man of the Leung Kwangs Natives Association, and refers to CAT's lifting stranded overseas Chinese from Kunming to Canton after their emigration from Indo-China:

"I have the honor to inform you on behalf of the Leung Kwangs Natives Association that they wish to offer you their deepest gratitude for your gracious act in sending CAT planes to Kunming for the recent repatriation schedule for the oversea refugees and take this opportunity to come to Shanghai as representative to present you flags with embroidered characters in memory of your kindness...."

CAT's work in the repatriation of displaced persons also drew the following appreciative comment from Mr. Tien Pan-sheng, president of the Association of Fellow Provincials of Weihsien which is excerpted from his letter of September 13:

"Showing great sympathy and compassion, CNRRA Air Transport has transported many groups of refugees who were detained in Tsingtao....In token of their gratitude they have asked me to represent them in an expression of their wholehearted thanks...."

Such human catastrophes as the Kwangtung flood and the famines that strike China with such terrible frequency call for the use of airlift in several ways. It is especially adapted to the emergency delivery of food and medicines.

CAT WILL NOT REST

There are ways of using airlift, however, in the anticipation and relief of some disasters before they get out of hand. Your attention is directed to the following excerpt from an UNRRA report as printed in the China Press, Shanghai, on August 13, under the headline:

PROMPT ACTION SAID PREVENTS BIG STARVATION

"....Four tons of automotive spare parts and 1200 tires for maintaining in running order the 200 CNRRA supply trucks were airlifted by CNRRA Air Transport in mid-July from Shanghai to Hengyang, principal intake and storage point for the relief foodstuffs.

"Additional CNRRA motor mechanics were also flown to Hunan to provide adequate maintenance for the trucks, which are quickly knocked out of running order by constant use on the rutted, dusty roads of Hunan...."

An air arm such as CAT would always be ready to anticipate or relieve the suffering of millions of people. Such a precaution in their behalf would certainly mean much in the terms of continued patriotic loyalty. They could not but be more closely drawn to a government that thus kept their welfare in mind and heart and served it with appropriate action.

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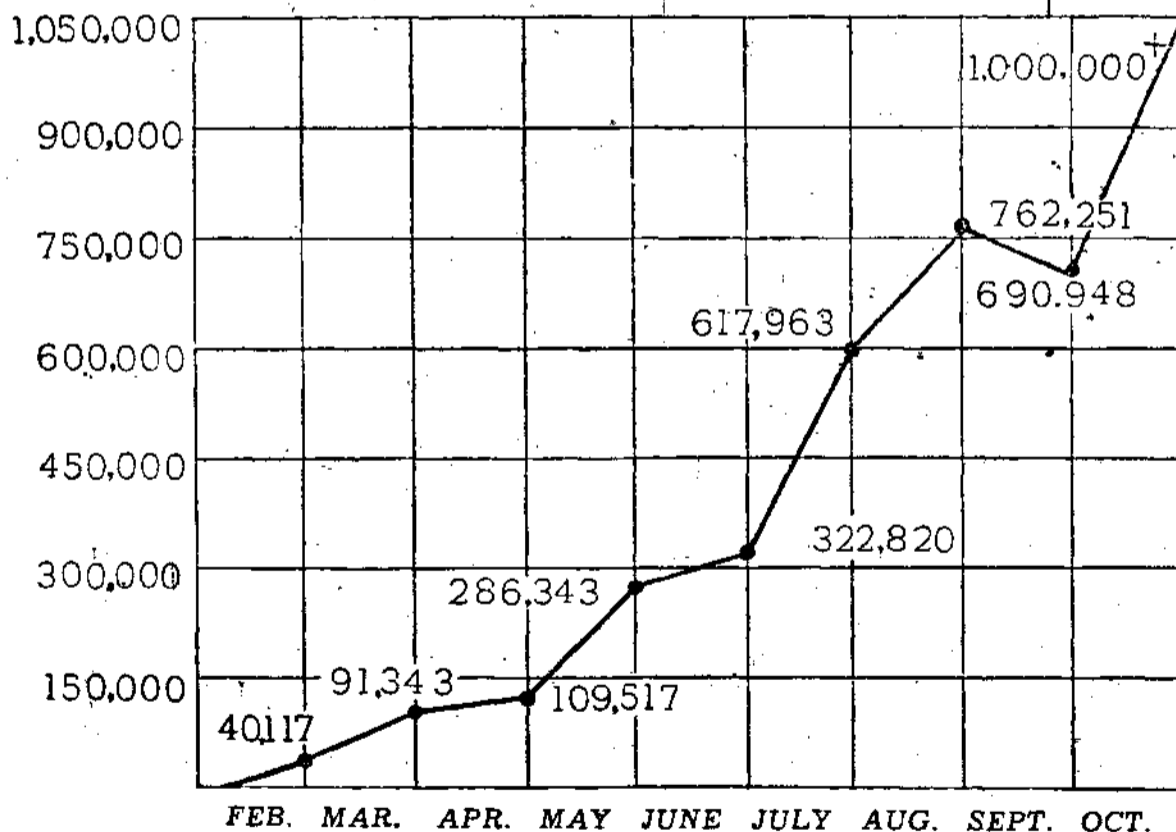
This is but one aspect of the greater role that an unscheduled air service could fill in China. There are indeed several possible uses over and above the normal, every-day use for economic recovery.

The future holds the promise of planes being used more and more for mineralogical surveys and the transportation of drilling or mining machinery, for crop-dusting and planting or the sowing of immense pasturelands, for the suppression of insect pests and disease germs through aerial distribution of insecticides and germicides.

One can foresee and visualize a great application of planes to the shipment of animal breeding stock, artificial insemination of livestock, the delivery of seeds, and possibly even the precipitation of rain in drought areas. Interesting experiments along the last line have been performed in the United States with very promising results.

CAT's airmen and technicians are constantly studying or trying out every possible peacetime application of this versatile modern tool—airlift—to the fullest advantage of human welfare and happiness. So long as their mission in China continues they will not rest.

THE RECORD IN CAT TON-MILES *



*One "CAT ton-mile" means 2,000 pounds of relief or rehabilitation for China carried one mile in 20 seconds. The graph shows monthly totals in CAT ton-miles since CAT started operations in February, 1947.

CAT BULLETIN

ROSTER of CAT PERSONNEL OCT. 25, 1947.

行總空運大隊職員錄

(一九四七年十月二十五日編)

Abbreviations: CCW, Chengchow; CNT, Canton; KMG, Kunming; LIU, Liuchow; NKG, Nanking; PPG, Peiping; SHA, Shanghai; TAO, Tsingtao; TNA, Tsinan; TYN, Taiyuan.

C. L. Chennault, *President.*

Whiting Willauer, *Executive Vice President.*

Y. L. Wang (王源凌), *Chairman, Policy Board.*

L. K. Taylor

K. M. Hsu (徐國懋) } *Members of the policy board.*

W. S. Wang (王文山) }

A

ALTAMIRA, A.	Clerk-typist	LIU	AU, Fai	Sheet Metal Helper	CNT
ALTAMIRA, Phyllis	Chief of Adm. Matters (Opns)	SHA	(區輝)		
AN, Chung Jen	Chief Cashier	SHA	AU, Lincoln	Asst. Traffic Manager	KMG
(安仲仁)		SHA	(歐靈強)		
AN, Chi Shang	Correspondent	CNT	AU, Suy Sun	Supply Helper	CNT
(安洪生)			(歐瑞新)		
APPLEGATE, T. E.	First Officer	SHA	AUBRY, R. J.	Operations Officer	SHA

B

BABJACK, R. C.	Crew Chief	SHA	BLEDSON, J. L.	Pilot	SHA
BABLE, Eugene P.	Pilot	SHA	BOOTH, Kay	Reserved Pilot	SHA
BAO, Homer G.	Asst. Traffic Manager	PPG	BRAGA, Bruno B.	Asst. Traffic Manager	CNT
(包惠根)			BROWN, J. C.	Supply Technician	CNT
BELL, Robert A.	Statistical Control Officer	SHA	BUCHANAN, K. W.	Chief Pilot	SHA
BEVINS, Russell K.	Crew Chief	SHA	BUOL, Lawrence R.	Pilot	SHA
BIEDERMAN, J.	Meteorologist	SHA	BURKETT, Sr. J. S.	Crew Chief	SHA
BIGONY, W. D.	Pilot	SHA	BURRIDGE, A. L.	Pilot	TAO
			BUSHBAUM, R. L.	First Officer	SHA

C

CARLETON, R. E.	First Officer (Reserve Captain)	SHA	CHAN, Wing Kit	Leadman	CNT
CARTER, Miles B.	First Officer (Reserve Captain)	SHA	(陳永傑)		
CHAKO, Daniel	Shop Foreman	SHA	CHAN, Koh Man	A/C Mechanic	CNT
CHAN, Cheung Yiu	Flight Operator	CNT	(陳覺民)		
(陳卓耀)		SHA	CHAN, S. C.	Electrician	CNT
CHAN, Chi Kong	Dispatcher and Record Clerk	KMG	(鄒盛昌)		
(陳志剛)		CNT	CHANG, H. W.	Mechanic Apprentice	SHA
CHAN, Hung Chau	Line Crewman	SHA	(張維和)		
(陳鴻就)			CHANG, Yung Sun	Auto Mechanic	SHA
CHAN, Lena	Telephone Operator	SHA	(張榕森)		
(陳皓明)			CHANG, S. S. C.	Operations Clerk	SHA
CHAN, Sang Pak	Instrument Mechanic	CNT	(張松芳)		
(陳松柏)			CHANG, Din Yu	Radio Operator	SHA
CHAN, Shiu Hang	Mechanic	KMG	(張定宇)		
(陳紹鏗)			CHANG, Ge Son	Guard	SHA
			(鄭建申)		

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ROSTER OF CAT PERSONNEL—(Continued)

CHANG, Chuk Tse (張治波)	Mechanic	PPG	CHAO, Yu Fai (趙子法)	Driver	SHA
CHANG, Bao Lu (張寶祿)	Sheet Metal Leadman	CNT	CHAU, William K. (周文賓)	Comptroller	SHA
CHANG, D. S. (張子璇)	Base Manager	CNT	CHEE, Su Ming (戚守明)	Weather Observer	TYN
CHANG, Dar Shaw (張達孝)	Mechanic	SHA	CHEN, Chi (陳 棋)	Guard	CNT
CHANG, Fook Yue (張福如)	Carpenter	CNT	CHEN, Chin Liang (陳景良)	Mechanic	LIU
CHANG, Gwo Ching (張國卿)	Weather Observer	SHA	CHEN, Chuen (陳 權)	Tool Crib Warehouseman	CNT CNT
CHANG, Hsun Bing (張雄斌)	Section Leader	SHA	CHEN, Chun (陳 泉)	Mechanic	
CHANG, Jimmy (張永謙)	Radio Mechanic	PPG	CHEN, En Yao (程恩耀)	Assistant in Message Center	SHA CNT
CHANG, Kai (張 凱)	Mechanic	TAO	CHEN, Fai (陳 輝)	Mechanic	
CHANG, Ken Yung (張宜揚)	Line Mechanic	PPG	CHEN, H. M. (陳熊文)	Business Manager	SHA
CHANG, K. Z. (張金泉)	Line Mechanic	SHA	CHEN, Jong Ming (陳忠明)	Weather Observer	TAO
CHANG, Lung Wen (張龍文)	Mechanic	SHA	CHEN, Kung Moh (陳堃穆)	Flight Operator	SHA
CHANG, Ling Ying (張令英)	Radio Mechanic	SHA	CHEN, Kwan Hsung (陳冠雄)	Mechanic	CNT
CHANG, Maggie (章 濟)	Clerk-typist	SHA	CHEN, Liang Kung (陳良根)	Mechanic	SHA
CHANG, Pei Li (張伯納)	Supply Supervisor	CNT	CHEN, Lien Chan (陳廉臣)	Guard	CNT
CHANG, Peter (張彼得)	Guard	CNT	CHEN, Lieh Ying (陳烈穎)	Radio Mechanic	CNT
CHANG, Sih Chang (張錫成)	Asst. Warehouseman	SHA	CHEN, Ping (陳 平)	Radio Operator	CNT
CHANG, Shui Wen (張學文)	Driver	SHA	CHEN, Samuel (陳世英)	Personnel Representative	CNT SHA
CHANG, Sze Fa (張思發)	Radio Operator	KMG	CHEN, So (陳 蘇)	Flight Operator	
CHANG, Sze Yung (張時雍)	Radio Mechanic	CCW	CHEN, Tien Chi (陳天驥)	Secretary	SHA
CHANG, Teh Yung (張得榮)	Auto Mechanic	SHA	CHEN, Tien Kai (程天開)	Radio Operator	PPG
CHANG, Victor (張樹武)	General Affairs	WEI	CHEN, William (陳維良)	Radio Apprentice	SHA
CHANG, Chien (張 健)	Radio Operator	TNA	CHEN, Vung Fa (陳文法)	Operations Clerk	SHA
CHAO, Allen (趙錦和)	Radio Operator	PPG	CHEN, Yee Ping (陳一萍)	Mechanic	CNT
CHAO, Jio Yun (趙皎然)	Leadman	CNT	CHEN, Yen (陳 寅)	Line Crewman	TAO
CHAO, On (趙 安)	Sheet Metal Helper	CNT	CHEN, Ying Chang (陳應昌)	Area Manager	KMG
CHAO, S. C. H. (趙心初)	Storekeeper	CNT	CHEN, Ying Shang (陳瀛生)	Mechanic	SHA
CHAO, Teh (趙 達)	Radio Mechanic	KMG	CHEN, Yu Nien (陳有年)	Instrument Mechanic	SHA
CHAO, Tsiu Hao (趙秋豪)	Radio Shop Mechanic	SHA	CHEN, Chang Ling (陳錫琳)	Weather Observer	SHA
CHAO, Tsun Ni (趙存義)	Weather Observer	SHA	CHENG, Z. L. (鄭翔龍)	Warehouseman	SHA

CAT BULLETIN

ROSTER OF CAT PERSONNEL—(Continued)

CHENG, Shiu Tong (鄭瑞棠)	Flight Opr.	SHA	CHOU, Grace (周蕙蘭)	Clerk-typist	SHA
CHENG, William C. (張澤雲)	Engineering Assistant	SHA	CHOU, John (趙語梅)	Auto Mechanic	SHA
CHENG, Chi Ching (鄭其錫)	Supply Clerk	SHA	CHOU, Pak Woo (周柏和)	Mechanic	SHA
CHENG, Fredrick (程法儀)	Clerk Asst. for Chinese	SHA	CHOU, Tina F. CHOW, An Kang (周昂廣)	Clerk-typist Weather Observer	CNT PPG
CHENG, R. H. Y. (鄭喜元)	Personnel	SHA	CHOW, C. S. (周振雄)	Carpenter	CNT
CHENG, Kam Woon (鄭錦環)	Mechanic	CNT	CHOW, Chia Jen (周家仁)	First Officer	SHA
CHENG, Shao Yün (鄭少雲)	General Affairs	TAO	CHOW, Chia Shen (周家信)	Radio Operator	KMG
CHENG, Shih Chien (鄭仕傑)	Mechanic	CNT	CHOW, Chih Ming (周智民)	Radio Operator	SHA
CHENG, S. C. (鄭尚昌)	Sheet Metal Helper	CNT	CHOW, Chien Chen (周宣順)	Mechanic	SHA
CHENG, Su Tien (陳緒田)	Driver	SHA	CHOW, Chuck Sang (周焯生)	Leadman	LIU
CHEONG, Yat (張逸)	Mechanic	CNT	CHOW, Keng Shen (周光秀)	Driver	SHA
CHEONG, Lin Choy (張練才)	A/C Mechanic	CNT	CHOW, Mun (周文)	Blacksmith	CNT
CHEUK, Kwan (卓羣)	Mechanic	CNT	CHOW, S. C. (周盛釗)	Chief Steward	SHA
CHEUNG, S. T. (張紹棠)	Flight Operator	SHA	CHOW, Sun Yat (周純一)	Mechanic	CNT
CHIANG, Pan Liang (蔣邦良)	Line Mechanic	SHA	CHOW, Wee Yea (周維賢)	Radio Shop Mechanic	CNT
CHIANG, Wen Whai (蔣文輝)	Mechanic	PPG	CHU, Fong Down (朱福堂)	Mechanic	SHA
CHIANG, You Shan (姜幼山)	Mechanic Apprentice	SHA	CHU, Cning (朱慶)	Billing Clerk	SHA
CHIAO, Ku Ming (賈克明)	Mechanic	PPG	CHU, Lillian (朱李佩恩)	Director of Message Center	SHA SHA
CHIEN, Jai Houng (錢家雄)	Guard	SHA	CHU, Kai Chien (褚家鏗)	Clerk	SHA
CHIEN, Wen Chieh (錢文傑)	Auditor	SHA	CHU, Ming Peter (竺銘)	Radio Operator	SHA
CHIEN, Wen Ping (錢文斌)	Mechanic	PPG	CHU, Son Ken (朱壽根)	Driver	SHA
CHIN TIM (陳添)	Mechanic	CNT	CHU, Vicky (朱頤祖)	Clerk-typist	SHA
CHIN, Willie S. (陳俠書)	Driver	CNT	CHU, Wen Hwa (朱文華)	First Officer	SHA
CHIN, Hsien Chen (靳顯岑)	Weather Forecaster	SHA	CHU, Hsiang (祝慶)	Mechanic	SHA
CHIN, Wing Sum (錢榮深)	Mechanic	SHA	CHU, Kum Fong (朱錦芳)	Sheet Metal Helper	CNT
CHING, Woo Pao (程和友)	Generator Mechanic	SHA	CHU, Yun Chen (居雲欽)	Radio Operator	LIU
CHIU, Wha Pang (翟煥邦)	Driver	SHA	CHUANG, W. K. (莊文珂)	Line Mechanic	SHA
CHIU, Frank (邱德培)	Vice Business Manager	SHA	CHUCK, Jin Yun (卓鏡雲)	Asst. General Affairs	SHA
CHO, Kwan Tong (卓觀棠)	Radio Mechanic	TAO	CHUNG, Ting Poi (鍾天培)	Apprentice Mechanic	CNT
CHO, Sue Kwen (蔡子坤)	Welder	CNT	CHWANG, A. C. (莊阿慶)	Driver	SHA
CHOU, Chi Foung (周岐鳳)	Weather Observer	PPG	COCKRELL, H. B.	Pilot	CNT

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ROSTER OF CAT PERSONNEL—(Continued)

D

DAI, Chung Hsai (戴忠信)	Carpenter	CNT	DONG, Tai Cheng (鄧泰章)	Mechanic	CNT
DAI, Keem (戴檢)	Mechanic	CNT	DOO, Chung Chen (屠宗誠)	Mechanic	SHA
DALZELL, M. R.	Instrument Specialist	CNT	DOO, Huan Jan (屠煥然)	Status Clerk	SHA
DAN, You Che (鄧佑浙)	Radio Operator	TAO	DOO, Kit Men (杜結文)	Guard	CNT
DAVENPORT, D. G.	Pilot	SHA	DOO, Yuan Francis (屠淵)	Traffic Clerk	SHA
DAVIS, L. E.	Asst. Line Chief	SHA	DUGAN, James H.	Crew Chief	CNT
DAVIS, W. S.	Supply Technician	SHA	DYER, William (戴威廉)	Mechanic	SHA
DEW, Stuart E.	Pilot	SHA			
DONG, Poy Ying (鄧培揚)	Mechanic	TAO			

F

FARNSWORTH, C. A.	Public Relations Officer	SHA	FOO, Chen Hung (傅正宏)	Mechanic	SHA
FAY, Roger	Pilot	SHA	FOO, Fanny (傅麗娟)	Clerk-typist	CNT
FEENEY, John J.	Line Chief	CNT	FREEMAN, Maya R.	Secretary	PPG
FEI, King Shen (費金善)	Driver	SHA	FREEMAN, T. E.	Personnel Director	SHA
FENG, Ping Kun (馮秉坤)	General Affairs	TNA	FREEMAN, W. G.	Area Manager	PPG
FONG, B. Y. (方伯漁)	Radio Mechanic	SHA	FU, Foo Keng (傅福根)	Auto Mechanic	SHA
FONG, Chen (馮堅)	Radio Mechanic	TAO	FUNG, Arthur Y. H. (馮玉衡)	Vice Business Manager	SHA
FONG, Chen Yu (方枕宇)	Flight Operator	SHA	FUNG, C. T. (馮朝添)	Flight Operator	SHA
			FUNG, Thomas (馮堪孫)	Secretary	CNT

G

GALLAGHER, H. R.	Air Traffic Technician	CNT	GIN, Woon (錢文)	Sheet Metal Helper	CNT
GARROLD, M. A.	Asst. to Chief Engineering Officer	CNT	GLASS, J. N.	Line Chief	TAO
GEE, Chun Y. (朱春源)	Mechanic Foreman	SHA	GOETZ, Alonzo C.	Line Chief	CNT
GEE, Suey Ning (朱瑞南)	Mechanic Apprentice	SHA	GOON, Dai Nan (阮大年)	Radio Supplyman	CNT
GENTRY, T. C.	Medical Director	SHA	GREEN, A. W.	Radio Specialist	CNT
			GREEN, Var M.	Pilot	CNT

H

HA, Julian W. L. (夏永樂)	Radio Operator	CNT	HICKLER, D. H.	Crew Chief	SHA
HAIRE, R.J.H.	Crew Chief	SHA	HICKS, N. D.	First Officer	SHA
HAN, Deh Chuang (韓德全)	Guard	SHA	HO, Cheh (何熾)	Mechanic	CNT
HAN, Mou Yung (韓茂穎)	Accountant	PPG	HO, Chien Yuan (何建元)	Asst. Radio Operator	SHA
HAN, Ti Hou (韓迪厚)	Clerk-typist	SHA	HO, Chu Chung (何樹鎮)	Mechanic	SHA
HAN, Wen Fei (韓文蕙)	Section Leader	CNT	HO, Fu Sao (何富濤)	Line Mechanic	SHA
HAO, Tsing I (郝精)	Manager	TYN	HO, How Chew (何浩瀾)	A/C Mechanic	CNT
HENNINGER, G. F.	Pilot	SHA	HO, Kwang Chung (何光中)	Clerk	SHA

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ROSTER OF CAT PERSONNEL—(Continued)

HO, Lim (何 際)	Bench Worker	CNT	HSU, Chung Fu (徐中孚)	Weather Observer	SHA
HO, Tong (何 棠)	Painter	CNT	HU, Shih Chiu (胡以娟)	Steno-typist	SHA
HO, Tsuk Chor (何竹初)	Storekeeper	CNT	HU Yang, Sum (歐陽森)	Mechanic	CNT
HO, Yao Seng (何月生)	Guard	CNT	HU, Chi Wah (胡持華)	Mechanic	CNT
HO, You Yung (何維源)	Weather Copyist	SHA	HUAN, Di Siong (黃迪祥)	Guard	CNT
HO, Yu Ching (何裕慶)	Radio Operator	SHA	HUANG, Ching Pao (黃清波)	Weather Copyist	SHA
HOBBS, Willis F.	Pilot	SHA	HUANG, Kuo Hua (黃國華)	Auditor	SHA
HOLDEN, Paul R.	Pilot	SHA	HUANG, S. C. H. (黃家興)	Purchasing Agent	SHA
HOLT, James C. C. (何啓及)	Teletypist	SHA	HUGHES, Frank L.	Pilot	SHA
HONG, Gin (康 錦)	Bench Worker	CNT	HUI, Jen Kiang (許振強)	Guard	CNT
HONG, So (康 蘇)	Painter	CNT	HUI, Jen Wei (許振慰)	Guard	CNT
HOO, Shou Yau (胡孝佑)	Guard	SHA	HUI, Kwonk Loon (許國奎)	Guard	CNT
HOU, Joo Hsun (侯汝勛)	Manager	PPG	HUNTER, C. W.	Operations Director	SHA
HSIEH, Ah Hwa (謝何華)	Mechanic	SHA	HWANG, C. H. (黃中漢)	Asst. Warehouseman	CNT
HSIEH, Chin (謝 謙)	Mechanic	CNT	HWANG, I. Ming (黃一敏)	Radio Operator	CNT
HSIEH, Fong (謝 芳)	Mechanic	SHA	HWANG, James C. (黃 煒)	Asst. Maint. Inspector	CNT
HSIEH, Peng (謝 蓬)	Flight Operator	SHA	HWANG, Lok (黃 駱)	Line Crew	CNT
HSIEH, Tak Loong (謝德堂)	Status Clerk	CNT	HWANG, Lun (黃 麟)	Bench Worker	CNT
HSIEH, Yao (謝 堯)	Mechanic	CNT	HWANG, P. C. (黃治昌)	Bench Worker	CNT
HSU, Chun Cheng (徐春祥)	Mechanic	SHA	HWANG, P. C. (黃邦傑)	Acting Chief Operator	TNA
HSU, Jen Ching (許仁清)	Driver	SHA	HWANG, Tai Ming (黃大明)	Mechanic	CNT
HSU, Kwok Lin (徐國林)	Business Supervisor	SHA	HWANG, W. C. (黃文傑)	General Affairs	SHA
HSU, Fong Chee (許鳳芝)	Weather Observer	LIU	HWANG, Hsi (黃 熹)	Auto Mechanic	SHA
HSU, Yin Ge (徐惠鵠)	Flight Operator	SHA	HWOI, Kim Loy (許劍來)	Guard	CNT
HSU, Yung Kuang (徐榮光)	Line Mechanic	SHA	HWONG, Chi Ming (黃啓明)	Line Mechanic	PPG
			HWU, Peter (胡可鐸)	Supply Clerk	SHA

J

JEE, Yat (朱義益)	Line Crew	CNT	JOHNSON, O. K.	Secretary to President	SHA
JEN, Francis C.K. (任昌城)	Asst. Paymaster	SHA	JONES, Norman R.	First Officer (Reserve Captain)	SHA
JEN, Y. K. (詹應城)	General Affairs	CNT	JUNG, Bing Doon (張炳運)	Driver	CNT

CAT BULLETIN

ROSTER OF CAT PERSONNEL—(Continued)

K

KAFFENBERGER, H.	First Officer	SHA	KONG, Gin Chuen	Line Crewman	CNT
KAN, Ching Chow	Assistant	SHA	(鄭金泉)		
(甘育州)			KOO, D. Hwa	Mechanic	SHA
KAN, Wei Cheng	Radio Operator	SHA	(顧煥華)		
(干維城)			KOO, Ah Keng	Driver	SHA
KAO, Laura	Accountant	SHA	(高阿根)		
(高克善)			KOO, Rowena	Nurse	SHA
KAO, Pao Ho	Office Boy	SHA	(顧德華)		
(高寶和)			KOONG, C. Y.	Driver	SHA
KAVANAGH, L.	Pol. Procurement Office.	SHA	(孔慶元)		
KAVENEY, D. L.	Crew Chief	SHA	KU, Chin Lin	Chief Auditor	SHA
KEH, Tze Wei	Radio Operator	PPG	(顧慶麟)		
(葛滋惠)			KUNG, Chao Kui	Driver	SHA
KELLY, Jr., J. R.	Crew Chief	SHA	(龔兆奎)		
KIANG, Hok Sing	Guard	CNT	KUO, Chuen	Driver	SHA
(江星學)			(郭權)		
KING, H. Y.	Flight Operator	SHA	KUO, Lim Pao	Heavy Equipment Operator	SHA
(金煥英)			(郭林寶)		
KING, Kai Fung	Radio Operator	SHA	KWAN, Shing	Asst. Warehouseman	CNT
(金開豐)			(關勝)		
KING, Vivian N.	Clerk-typist	SHA	KWOH, Yu Lin	Base Manager	SHA
(金玉華)			(郭玉麟)		
KO, Kit Yung	Auto Mechanic	CNT	KWOK, Y. C.	Weather Observer	CNT
(高傑榮)			(郭英祥)		
KOENIG, Walter C.	Chief Pilot's Office Manager	SHA	KWONG, Kin Wing	Bench Worker	CNT
KONG, Billy L.	Mechanic	CNT	(鄺煥榮)		
(江禮)			KWONG, Sui Ping	Mechanic Apprentice	CNT
			(鄺遂平)		
			KYOUNG, Everett	Warehouseman	SHA
			(龔玉龍)		

L

LAI, Bun	Traffic Clerk	CNT	LEE, Kitty	Relief Telephone Opr.	SHA
(黎斌)			(李月英)		
LAI, Su Shun	Guard	CNT	LEE, Ching Yung	Auto Mechanic	CNT
(黎樹雄)			(李鏡雄)		
LAI, Tse Fook	Radio Stockkeeper	CNT	LEE, Chung Kwong	Leadman Line Service	CNT
(黎子復)			(李宗光)		
LAI, Tsun Pin	Guard	SHA	LEE, Foo Keng	Driver	SHA
(李忠平)			(李福根)		
LAM, Kim Siu	Mechanic	CNT	LEE, Jei	Line Crewman	SHA
(林劭嘯)			(李潔)		
LANNING, J. H.	Crew Chief	SHA	LEE, Kou Chen	Chief Radio Shop Mech.	SHA
LAO, Ken	Asst. Propeller Specialist	SHA	(李國成)		
(勞堅)			LEE, Kwang Lian	Asst. Loadmaster	SHA
LAU, Shiu Wai	Tower Operator	CNT	(李國良)		
(劉肇煒)			LEE, Liang Chi	Radio Operator	TAO
LAWSON, D. E.	Crew Chief	SHA	(李良吉)		
LEE, Bing Hwan	Mechanic	CNT	LEE, Ling Sheng	Accountant	KMG
(李炳寰)			(李靈生)		
LEE, C. S.	Chief of Security	SHA	LEE, Ming Fong	Line Mechanic	SHA
(李溫雄)			(李明芳)		
LEE, Ching Shen	Mechanic	KMG	LEE, Ping	Chief Radio Operator	TAO
(李靜山)			(李炳)		
LEE, Tsun Pin	Guard	SHA	LEE, Shan Yang	Mechanic Leadman	CNT
(李志平)			(李顯容)		
LEE, V.	Asst. Supt. Specialized Shop	CNT	LEE, Shu Sien	General Affairs	SHA
(李文)			(李述賢)		

OCTOBER, 1946

“CNRRA has found Chennault and Willauer, due to their long experience in aviation and transportation problems in China, competent and has ascertained that they are available to organize and operate the type of air transport service needed.” From CAT's operating agreement signed October 25, 1946.

Photo of signing shows General Chennault seated beside Mr. P. H. Ho, Director general of CNRRA, and Mr. Willauer standing.

人二爾勞魏及德納陳為認總行 |
驗經有富難困通交之國中決解對
航之良優一歲組能等渠信深並，
| 要需之日今國中助協，織組空
約合隊大運空總行錄摘





OCTOBER 1947.

"We hope that arrangements can be made for a charter under which this line will continue to operate in China, that is, primarily as a freight-carrying line as it has been operating — and in our understanding, doing a very excellent job." Director-general Lowell W. Rooks at a Shanghai press conference, October 21, 1947.

“據余所知行總空運大隊之工作”

非但非常優良，且能獲得政府之特許

“...許而繼續存...”

聯總署長魯斯克將軍之語



CAT BULLETIN

ROSTER OF CAT PERSONNEL—(Continued)

LEE, Song Pying (李松坪)	Radio Mechanic	CNT	LIU, Tung Chee (劉登基)	Laborer	SHA
LEE, Wei Li (李偉烈)	Mechanic Apprentice	SHA	LIU, Kou Hou (劉國厚)	Laborer	SHA
LEE, Wing Suei (李永壽)	Driver	CNT	LIU, Chung Kin (劉宗堅)	Radio Operator	SHA
LEE, Yee (李義)	Mechanic Shop Helper	CNT	LIU, Fong Wing (劉芳榮)	Driver	CNT
LEE, Zau Tong (李和棟)	Secretary	SHA	LIU, Fu Kwei (劉富貴)	Guard	SHA
LEE, Zu Cheon (李自強)	Guard	SHA	LIU, H. S. (劉海畦)	Weather Observer	SHA
LEONG, Pul Chu (梁沛澤)	Line Crewman	PPG	LIU, Mow Shing (劉茂盛)	Sheet Metal Helper	CNT
LEONG, Sung (梁生)	Auto Mechanic	CNT	LIU, Howard T. H. (劉振雄)	Paymaster	SHA
LEUNG, Kam Hung (梁錦洪)	Supply Clerk	CNT	LIU, Wai Lan (劉偉廉)	Driver	CNT
LEUNG, Li Feng (梁立峯)	Time Record Clerk	SHA	LIU, You (劉有)	Sheet Metal Helper	CNT
LEUNG, Shing (梁成)	Line Crewman	CNT	LIU, Yun Feng (劉雲峯)	Guard	SHA
LEWIS, Ronald E.	Crew Chief	PPG	LO, Gee (羅基)	Mechanic	CNT
LI, Woon Kwong (李煥光)	Radio Mechanic	CNT	LO, Kam (盧錦)	Painter	CNT
LI, An (黎安)	Asst. Hydraulic Specialist	SHA	LO, Lung Kong (羅龍江)	Weather Copyist	SHA
LI, Kam Yung (李錦容)	Radio Operator	CNT	LO, Liang Moo (羅良木)	Mechanic	SHA
LI, Yuan Pin (李源彬)	Chief Accountant	SHA	LO, Nai Chee (羅乃慈)	Electrician	CNT
LIANG, Peh-Lu (梁伯陸)	Flight Opr.	SHA	LO, Ren (盧潤)	Cook	SHA
LIANG, Dip Ling (梁捷令)	Guard	CNT	LO, Wing Cheong (老永昌)	Dispensary Foreman	CNT
LIANG, Jau Ping (梁佐平)	Mechanic	CNT	LOANE, Ernest W.	First Officer	SHA
LIANG, Pak Kin (梁伯堅)	Driver	CNT	LOH, James (陸嘉禾)	Radio Mechanic	SHA
LIANG, Poo Yin (梁保彥)	Line Crewman	LIU	LOH, Shao Zia (陸小祥)	Driver	SHA
LIANG, Shak (梁錫)	Line Crewman	KMG	LOH, Z. Sai (陸士銳)	Auditor	SHA
LIAO, Robert (廖德瑩)	Engineer	SHA	LON, James F. (綢錦)	Line Mechanic	CNT
LIAO, Yu Kwang (廖毓廣)	Mechanic	CNT	LOO, A. Fu (陸阿福)	Driver	SHA
LIAO, Yi Pang (廖一鵬)	Mechanic	PPG	LOO, Lin Fu (陸林福)	Driver	SHA
LIM, Tohn W. (林燦)	Asst. Base Manager	CNT	LOO, Sing Sun (陸新生)	Driver	SHA
LIN, Been (林彬)	Radio Operator	LIU	LOO, A. Ken (陸阿根)	Driver	SHA
LIN, Helen (林巧芝)	Secretary	SHA	LOON, Chi Yun (龍晉雲)	Mechanic	SHA
LIN, Yu Tsair (林育才)	Mechanic	SHA	Lu, Ping (盧平)	Mechanic	SHA
LING, Char Peen	Clerk	CNT	LU, Ronson (路雲昇)	General Affairs	CNT
LING, Yee Shing (林漢興)	Mechanic	CNT			

CAT BULLETIN

ROSTER OF CAT PERSONNEL—(Continued)

LU, Sin (盧新)	Driver	CNT	LUM, Lonnie (林超凡)	Radio Electrician	CNT
LU, Tsang Ken (呂昌庚)	Accountant & Secretary	TNA	LUNG, Tseng Huan (龍震寰)	Clerk	SHA
LUE, Teh Young (魯德霍)	Flight Operator	SHA	LYM, Howard (林效誠)	Operations Clerk	CNT
M					
MA, Ching Hai (馬金海)	Driver	SHA	MAYER, H. A. McGOVERN, J. Jr.	Crew Chief First Officer	CNT SHA
MA, Kai Yen (馬開衍)	Manager	TAO	MEE, Tse Chung (廖子忠)	Boy	SHA
MA, Wei Chow (馬維周)	Assistant	PPG	MEI, Hou Yu (梅孝儒)	Radio Operator	LIU
MA, Zoong Kou (馬崇果)	Asst. Chief Billets & Mess.	SHA	MOA, Zee Ching (毛善慶)	Radio Mechanic	TNA
MAA, Hung (馬洪)	Auto Mechanic	CNT	MOK, Kai (莫溪)	Blacksmith	CNT
MAO, Tsung Tsu (毛振初)	Radio Mechanic	TYN	MOU, You Piao (茅永鏢)	Auto Mechanic	SHA
MATHEWS, C. H.	Acting Chief of Supply	CNT	MOY, Gid Shin (梅捷勝)	Welder	CNT
MAU, Hsao Lu (冒效魯)	Secretary	PPG	MOY, Tsi Fei (梅智斐)	Guard	SHA
MAU, Kin Shuen (冒景瑄)	Vice Business Manager	CNT	MOY, Tin Sah (梅天錫)	Sheet Metal Mechanic	CNT
MAU, Wen Shang (毛文祥)	Mechanic	PPG	MUI, Hung Kee (梅洪基)	Mechanic	CNT
MAY, Harry F. (梅慶芳)	Statistic Control Clerk.	SHA	MUNSON, J. L.	Crew Chief	CNT
N					
NEE, Pao Hwa (倪寶華)	Boy	SHA	NG, Tung (吳棟)	Electrician	CNT
NG, Chang King (伍鐵塚)	Mechanic	CNT			
NG, Chung Tong (伍振棠)	Mechanic	CNT	NIU, Vieck Hsio (牛維學)	Radio Operator	TYN
O					
	OU, Wen Kwen (歐文寬)		Mechanic		SHA
P					
PAANANEN, R. R.	Propeller Specialist	CNT	PAO, Paul S.T. (鮑喜同)	Hydraulic & Inst. Foreman	SHA
PAN, Chao Chen (潘朝臣)	Boy	SHA	PENG, Shih Yin (潘世英)	Auto Mechanic	SHA
PAN, Hsao Hsi (潘曉曦)	Chief Operator	LIU	PENG, Jeing Jen (彭杏仁)	Flight Operator	SHA
PAN, Li Min (潘黎民)	Guard	SHA	PEREIRA, D. M.	Steno-typist	SHA
PAN, Loo Chang (潘洛昌)	Boy	SHA	PILLSBURY, S. R.	Area Manager	TAO
PAN, Pin (潘彬)	Mechanic	CNT	POLLOCK, I. S.	Asst. Secretary to President	SHA
PAN, Shao I (潘守一)	Typist	SHA	POU, Rou Chung (鮑洛君)	Line Mechanic	SHA
PANG, Li Fan (潘福晃)	Guard	CNT	POWERS, W. C.	Pilot	CNT
PAO, Hsin Hwa (包星華)	Electrician	CNT	PRENDERGAST, J.A	Hungjao Base Engineer	SHA
			PU, F. S. (浦富生)	Mechanic	SHA

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ROSTER OF CAT PERSONNEL—(Continued)

Q

QUELCH, John G.	Traffic Clerk	CNT	QUIGLEY, J. L.	Operations Officer	SHA
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R

RAINES, Robert J.	Pilot	SHA	RICHARDSON, H. L.	Chief Engineer	SHA
RAO, Chang Chih	Flight Operator	SHA	RICHARDSON, S. A.	Secretary	SHA
(饒昌禧)			ROSBERT, C. J.	Pilot	SHA
REMEDIOS, C. A.	Asst. Traffic Manager	CNT	ROUSSELOT, R. E.	Pilot	SHA

S

SCHULTZ, Jr., L. J.	Parachute Rigger	CNT	SHUEH, Shun Sun	Line Mechanic	PPG
SEE TAO, Chek	Lathe Operator	CNT	(薛仁生)		
(司徒輝)			SHUI, Hong Wai	Mechanic	CNT
SETO, Hoi	Lathe Opr.	CNT	(薛鴻偉)		
(司徒海)			SIAN, Ming	Line Mechanic	SHA
SHA, Kun Yao	Driver	SHA	(洗明)		
(夏根有)			SING, S. S.	Line Mechanic	SHA
SHAN, Chih Ming	Line Mechanic	SHA	(忻信生)		
(單自明)			SIU, Henry	Production Supervisor	CNT
SHAN, Hai Chow	Mechanic	CNT	(蕭基雲)		
(沈海潮)			SIZEMORE, Robert	First Officer (Reserve Captain)	PPG
SHANG, Chung Kai	Radio Operator	KMG	SMITH, Douglas H.	First Officer (Reserve Captain)	SHA
(沈銀家)			SMITH, Felix T.	Pilot	SHA
SENE, Tse Cheong	Operations Clerk	CNT	SMITH, K. W.	Radio Technician	SHA
(洗子昌)			SOMMERS, J. T.	Traffic Manager	SHA
SHELTON, P. G.	Secretary to Exec. V. P.	SHA	STALLWORTH, J.M.	Pilot	SHA
SHEN, An Sun	Draftsman	SHA	STUBBS, George C.	Crew Chief	CNT
(沈安生)			SU, Eddie	Driver	CNT
SHEN, Lung Fui	Guard	CNT	(蘇權)		
(洗朗輝)			SU, Kai Foon	Guard	CNT
SHEN, Yan San	Mechanic	SHA	(蘇其煥)		
(沈永生)			SU, Tong	Asst. Elect. Specialist	CNT
SHEN, Yun Chu	Line Crewman	SHA	(蘇棠)		
(沈運初)			SUN, Hsiang Yun	Mechanic	SHA
SHIEH, Hon Wun	Radio Shop Mechanic	TYN	(孫祥永)		
(謝漢文)			SUN, Lim Get	Guard	CNT
SHIH, Chiu Tai	Mechanic	SHA	(孫林楨)		
(史久泰)			SUN, Lim Oy	Guard	CNT
SHIH, Kait Own	Advanced Radio Apprentice	SHA	(孫林霖)		
(謝吉安)			SUNG, Aui King	Sheet Metal Helper	CNT
SHILLING, E. E.	First Officer	SHA	(孫阿根)		
SHREFFLER, Roger	Radio Specialist	SHA	SUNG, Cecil	Clerk-typist	CNT
SHU, Po Yen	Asst. to the President	SHA	(孫惠英)		
(舒伯炎)			SUNG, You Tong	Driver	SHA
SHU, Tsung Chu	Accountant	CNT	(沈友棠)		
(舒宗鏡)			SUT, Pat Ping	Clerk	CNT
SHU, Tun Chow	Sheet Metal Helper	CNT	(薩伯平)		
(徐廷鑄)			SWEENEY, J. H.	Radio Technician	CNT
			TANG, Dar Bong	Waiter	SHA
			(史金祥)		

T

TAI, Ambrose J.	Flight Operator	SHA	TAN, Pen Yee	Tool Crib Clerk	SHA
(戴雅各)			(湯培義)		
TAI, Hsi Meng	Asst. General Affairs	SHA	TANG, Chee Hiow	Mechanic	CNT
(戴希孟)			(鄧其曉)		
TAM, Siu Kee	Mechanic	CNT	TANG, Chi Poi	Guard	CNT
(譚紹傑)			(唐深華)		

CAT BULLETIN

ROSTER OF CAT PERSONNEL— (Continued)

TANG, Hon Lung (湯洪龍)	Line Mechanic	SHA	TSAI, T. P. (蔡天寶)	Line Mechanic	SHA
TANG, S. W. (湯麗雲)	Chief Radio Opr.	TYN	TSAI, Yuan Ta (蔡元達)	Mechanic	SHA
TANG, Shiao Wu (鄧建邦)	Mechanic	CNT	TSAI, Su Min (蔡士明)	Guard	SHA
SZE, King Ziang (唐小武)	Radio Operator	PPG	TSANG, Ping (曾年)	Mechanic	CNT
TANG, Shiu Tung (鄧華棟)	Status Clerk	CNT	TSAO, Chin Hwa (曹震華)	Mechanic	SHA
TANG, Y. C. (湯玉輝)	Business Manager	TNA	TSAO, Janson (曹堅)	Shop Foreman	SHA
TANG, Joseph (鄧德高)	Flight Opr.	SHA	TSAO, Jack D. L. (巢德臨)	Asst. Traffic Manager	SHA
TANG, Yu Tai (唐有德)	Mechanic	SHA	TSE, Chee Ching (謝志成)	Mechanic	LIU
TAO, Shih Lien (陶士蓮)	Supply Clerk	SHA	TSE, Kwai Chuen (謝桂泉)	Hydraulic Helper	CNT
TARBET, Clyde T.	First Officer	SHA	TSENG, C. (曾舉)	Engine Buildup Mechanic	CNT
TEIN, Yung Lai (田雲來)	Mechanic	SHA	TSENG, D. H. L. (曾憲琳)	CAF LIAISON	NKG
TIEN, Chi Min (田濟民)	Asst. Auditor	SHA	TSENG, Hung Jen (曾宏然)	Radio Mechanic	SHA
TIEN, Tsun Quo (田宗國)	Guard	SHA	TSENG, Po Kee (曾波奇)	Driver	CNT
TING, Chao (丁超)	Line Crewman	SHA	TSIANG, Tze Tong (蔣子東)	Chief of Billets & Mess	CNT
TING, Chin Kong (丁晉康)	Mechanic	SHA	TSO, Cho Wu (左超吾)	Liaison	CNT
TING, Feng Ting (丁芳庭)	Mechanic	SHA	TSO, Helena (曹務莊)	Telephone Operator	SHA
TINGLE, Bruce E.	First Officer (Reserve Captain)	SHA	TSOU, Shiung Fei (鄧雄飛)	Mechanic	SHA
TOM, Pak Chuen (譚伯全)	Mechanic	SHA	TSU, Bou Chi (石寶齊)	Guard	CNT
TONG, Shan Su (湯全壽)	Guard	SHA	TSUI, K. C. D. (崔均堂)	Clerk-typist	KMG
TONG, Yin (唐雲)	Line Mechanic	PPG	TSZE, Tsok Ding (朱竹廷)	Air Maint. Foreman	SHA
TROUT, Edwin L.	First Officer (Reserve Captain)	SHA	TUNG, Chi Liang (董季良)	Guard	CNT
TSAI, J. C. (蔡仁志)	General Affairs	TYN	TUNG, Chih Yee (董志毅)	Mechanic	SHA
TSAI, Ken Sen (蔡根生)	Driver	SHA	TUNG, Onung Tao (董仲濤)	Guard	CNT
TSAI Mildred (蔡麗華)	Secretary	SHA	TUNG, Yen Liang (董元良)	Sheet Metal Worker	CNT
W					
WANG, A. Y. K. (王耀國)	Traffic Manager	SHA	WANG, Ting (溫庭)	Engine Build-Up Mechanic	CNT
WANG, Chao Kan (汪兆乾)	Driver	SHA	WANG, G. C. H. (王景岸)	Director Records & Reports	SHA
WANG, Cheo (王偉)	Liaison	SHA	WANG, Griffith (王崇岳)	Weather Forecaster	SHA
WANG, Carson N. (王通銘)	Auditor	CNT	WANG, Siu Ciang (汪兆欽)	Line Crewman	SHA
WANG, Chi Fen (王志汾)	Flight Operator	SHA	WANG, Stanley (王紹康)	Asst. Traffic Manager	SHA
WANG, C. W. (黃植桂)	Mechanic	CNT	WANG, Snih Liang (王士良)	Boy	SHA

CAT BULLETIN

ROSTER OF CAT PERSONNEL—(Continued)

WANG, Ka Sik (黃嘉錫)	Flight Operator	SHA	WONG, Kwong (黃廣)	Carpenter	CNT
WANG, Teh Hui (王德輝)	Carpenter	CNT	WONG, Man Wai (王文偉)	Asst. Maint. Inspector	CNT
WANG, Yeh Chen (王蔭椿)	Flight Operator	SHA	WONG, Man Yu (王文玉)	Mechanic	CNT
WANG, Yin Chow (王仁周)	Mess Attendant	SHA	WONG, Ning Po (汪帝夫)	Mechanic	SHA
WATTS, Roy F.	First Officer (Reserve Captain)	SHA	WONG, Shan Sze (黃慎思)	Mach. Shop Helper	CNT
WAY, Edward G.	Sales Manager	SHA	WONG, Si Tong (王錫彤)	Mechanic	SHA
WHEATE, Frances	Secretary	CNT	WONG, Shui Yuen (王瑞雲)	Radio Shop Mechanic	CNT
WHEATE, Luther P.	Asst. Operations Director	CNT	WONG, Stanley (王蟻石)	Steno-typist	SHA
WHITE, Esther	Clerk-typist	SHA	WONG, Sung Ling (王松齡)	Flight Operator	SHA
WILLIAMS, D. E.	Operations Officer	CNT	WONG, Hung Gee (黃孔之)	Radio Operator	CNT
WILLIAMS, John M.	Chief of Communications	SHA	WONG, Tze Hoong (王志宏)	Mechanic	SHA
WILLIAMS, S. E.	Flight Nurse	SHA	WONG, Yu Ting (王玉廷)	Sheet Metal Helper	CNT
WILLOUGHBY, E. S.	Asst. to Executive V.P.	SHA	WONG, Wai (黃維)	Mechanic	LIU
WINGFIELD, W. J.	Pilot	SHA	WOO, Pah Hwa (胡伯華)	Mechanic	SHA
WO, Chen Hung (鄧長虹)	Line Mechanic	SHA	WOO, Chinmen (吳俊明)	Tool Clerk	SHA
WONG, Albert Earl (黃健彰)	Acting Chief of Transportation	CNT	WOO, Shih Hung (吳仕鴻)	Mechanic	CNT
WONG, John (黃覺民)	Utilities Mechanic	CNT	WOOD, Mayo H.	Asst. Line Chief	CNT
WONG, Chung (黃松)	Helper Utilities	CNT	WU, Peter P. C. (吳博成)	Airborne Radio Mechanic	CNT
WONG, Yung Sang (黃岑生)	Engine Build-Up Mechanic	CNT	WU, Wei Ping (武維屏)	Weatherman	TNA
WONG, Yung Dao (黃永導)	Electrician	SHA	WU, An Ken (吳阿根)	Driver	SHA
WONG, Chin Hai (黃振海)	Chief Machinist	CNT	WU, Chu (吳球)	Driver	CNT
WONG, Chiu (王昭)	Painter	CNT	WU, Hong Ming (胡廉明)	Mechanic	CNT
WONG, Don (王哲賢)	Asst. Traffic Manager	LIU	WU, Lee Fook (胡禮福)	Mechanic	SHA
WONG, Hai, Yong (王海揚)	Radio Mechanic	PPG	WU, Kwong Yun (吳廣運)	Clerk	LIU
WONG, Hawk L. (黃鶴立)	Mechanic	CNT	WU, Lai Kiu (吳雷久)	Weather Observer	LIU
WONG, Ho, Mabel 黃何雲英	Nurse	CNT	WU, Lie Chung (伍立中)	Mechanic	CNT
WONG, Hok Fui (黃鶴飛)	Guard	CNT	WU, Tien Tsu (吳天燭)	Guard	SHA
WONG, Hok Hoi (黃學海)	Sheet Metal Helper	CNT	WU, Siu Mow (伍水毛)	Guard	CNT
WONG, Hung Gin (黃鴻軍)	Mechanic	SHA			
WONG, Kin Son (王根生)	Office Boy	SHA			
WONG, King Hing (黃景慶)	Radio Mechanic	CNT			
WONG, Kit Ming (黃杰銘)	Flight Operator	SHA			

CAT BULLETIN

ROSTER OF CAT PERSONNEL— (Continued)

Y					
YANG, Dah Young (楊大永)	Asst. Loadmaster	SHA	YIN, Sen Kwang (殷山騰)	Line Mechanic	PPG
YANG, Ho Ching (楊鶴清)	Driver	SHA	YIN, Yung Ke (殷永康)	Sheet Metal Helper	CNT
YANG, Ken Pao (楊根寶)	Mechanic	SHA	YING, Hsui Cheng (殷煥成)	Auditor	TAO
YANG, Kui Fung (楊鉅墳)	Mechanic	CNT	YIP, K. Y. (葉國恩)	Office Boy	CNT
YANG, Li Jen (楊立人)	Business Advisor	SHA	YIP, Tah Wah (葉德華)	Mechanic	CNT
YANG, Soon Neen (楊松年)	Mechanic	PPG	YOUNG, I Chung (楊宜春)	Guard	CNT
YANG, Tsu Fey (楊子飛)	Mechanic	LIU	YOUNG, Koon Yee (楊官宇)	Area Manager	LIU
YANG, Zoong Sze (楊仲澹)	Loadmaster	SHA	YOUNG, Kun Moo (楊君武)	Line Crew	LIU
YANG, Hsiou Lee (楊學禮)	Engine Build-Up Mechanic	CNT	YOUNG, Ven (楊威文)	Engine Buildup Mech.	CNT
YANG, Shih Cheng (楊世臣)	Driver	SHA	YOUNG, Wai (楊威)	Carpenter	CNT
YAO, Sih Kiang (姚錫江)	Mechanic	SHA	YOUNG, Kin (楊健)	Sheet Metal Helper	CNT
YAO, Sze Tung (姚汝棟)	Chief Radio Operator	CNT	YU, Wei Ming (余蔭明)	Mechanic	TAO
YAO, Wen Kwei (姚文奎)	Mechanic	SHA	YU, Chin Lin (於慶林)	Mechanic	SHA
YAO, Yau Teh (姚有德)	Asst. Instrument Spec.	CNT	YU, Ho Lung (余和龍)	Welfare Officer	SHA
YEE, Kong Lam (甄光林)	Mechanic	CNT	YU, Ming Huei (余明輝)	Radio Mechanic	CNT
YEE, Piu Yow (余培優)	Driver	CNT	YU, Lun So (余蔭蘇)	Flight Operator	SHA
YEH, Tah Hsiun (葉大雄)	Auditor	SHA	YU, Pei Cheh (于丕哲)	General Affairs	PPG
YEH, Ton Chon (葉統漢)	Mechanic	SHA	YU, Tin Yau (俞汀耀)	Radio Mechanic	CNT
YEN, Charles H. (閻建勛)	Asst. Chief	SHA	YU, Rodger C. L. (虞德良)	Clerk-Typist	SHA
YEN, Chien Fung (閻建鋒)	Sign Painter	CNT	YUAN, L. L. (阮龍齡)	Mechanic	SHA
YEN, Chien Ming (閻建銘)	Chief Operator	SHA	YUAN, Joseph M. (尹國明)	Office Clerk	CNT
YEN, Chung Chien (嚴忠鑾)	General Affairs	SHA	YUEN, Kong (阮光)	Tower Operator	CNT
YEU, Kam Tong (姚錦棠)	Radio Operator	CNT	YUEN, Sing (阮勝)	Paint & Dope Helper	SHA
YICK, Kee Yiu (易折容)	General Assistant	CNT	YUN, Yi Fong (阮逸鋒)	Guard	SHA
YIM, Kwok Choi (嚴國材)	Bench Worker	CNT	YUN, Wing (甄榮)	Electrician	CNT
YIN, Ching Wei (尹慶惠)	Mechanic	TAO			
Z					
ZEE, Kwok Foo (徐國輔)	Driver	CNT	ZIA, T. Z. (謝宗澤)	Translator	SHA
ZEE, T. T. (徐忠祖)	No. 2 Cook	SHA	ZEING, P. B. (秦炳培)	Waiter	SHA
ZI, Didace (徐大谷)	Weather Observer	SHA	ZING, Kang Chuan (秦剛正)	Radio Operator	KMG
			ZUNN, Joseph (陳秉垣)	Steno-typist	SHA

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PUBLISHED TWICE MONTHLY BY *CNRA AIR TRANSPORT