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REMARKS PREPARED FOR DELIVERY BY
ASSOCIATE DEPUTY SECRETARY OF TRANSPORTATION
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INDIANAPOLIS, INDIANA

I bring you greetings from Secretary of Transportation Elizabeth Dole, who sends her warmest best wishes for a successful seminar. I offer my own congratulations to the Federal Women's Program of Indianapolis, to Ardy Williams, chairperson of this seminar, and to all those who worked on this program. It's one of the best I've seen because it carries out so beautifully the original objective of the Federal Women's Program -- to ensure that women receive equal opportunity in recruitment, in selection, and in training and advancement. And I'm so impressed that it's your 13th annual seminar.

I am reminded of a story about Justice Oliver Wendell Holmes, who once found himself on a train, but couldn't locate his ticket.

While the conductor watched, smiling, the 88-year-old Justice Holmes searched through all his pockets without success. Of course, the conductor recognized the distinguished Justice, so he said, "Mr. Holmes, don't worry. You don't need your ticket. You will probably find it when you get off the train, and I'm sure the Pennsylvania Railroad will trust you to mail it back later."

The Justice looked up at the conductor with some irritation and said, "My dear man, that is not the problem at all. The problem is not, where is my ticket. The problem is, where am I going?"

Unlike the Justice, I think every woman in this room knows where we are going. American women in the 80s comprise a diverse group with varied interests and more opportunities than ever before. Some seek their own

careers in business. Some run for political office. Others focus on the home and family. And some seek to do all these things. The important word for women today is choice.

All of you in this room are exercising those choices. And you have many natural allies in the large number of qualified and talented women who have been active participants in a national renewal Secretary Dole calls the quiet revolution. Women have entered the work force in record numbers over the past three decades. More than half of all American women now work. Unfortunately, many of the women entering the work force, in fact, try to "do it all." Twenty point six million mothers with children under the age of 18 were in the U.S. labor force in 1986. And more than three-fifths of all married couples in this country are part of the recent phenomenon called two-income families, a trend that has risen significantly from earlier decades. We are seeing a revolutionary change in our society, and perhaps we don't realize just how significant it is because we are living it.

It's difficult to believe it was only 1962 when Secretary Dole entered Harvard Law School, one of 25 women in a class of 550 eager students. She tells the story of being accosted by a male classmate who demanded to know what she was doing there.

"Don't you realize," he said, "that there are men who'd give their right arm to be in this law school? Men who would use their legal education?" Obviously, the inference was that Elizabeth Dole was taking the place of a man. Some may even have felt that way when she was appointed Secretary of Transportation. Perhaps the most humorous aspect of that incident has occurred since Secretary Dole first began recounting it in Washington a couple of years ago. More than one of her former male classmates has approached her in near panic -- "was I the one who said that awful thing, Elizabeth?" She's kept them all guessing.

Today, women form a clear majority of the college population --reaching 52½ percent in 1985, a year in which they earned 50.7 percent of all bachelor's degrees and just under 50 percent of all masters degrees. And 38 percent of the current student body at Harvard Law School is female.

And more and more we are overcoming what I call "the tyranny of perfection." Social critic Marya Mannes put it best when she wrote: "Nobody objects to a woman being a good writer or sculptor or geneticist if, at the same time, she manages to be a good wife, a good mother, good-looking, good-tempered, well-dressed, well-groomed and unaggressive."

In other words, you, too, can be treated the same as a man -- so long as you out-perform him. Nor are such perceptions the only roadblocks that yet remain on the path to prosperity and job satisfaction.

We find that the uncertainties of the work place can be especially difficult for women trying to juggle the demands of careers, homes and

children. The biggest challenge we face today is how we reconcile the important, competing priorities in each of our lives.

There are already encouraging signs of change, of new attitudes that are helping women to meet this challenge. And women themselves are taking the lead in designing and implementing solutions to these dilemmas that affect us all. A recent Washington Post article, for example, noted that more and more law firms are allowing young associates of both sexes to work part-time in order to care for young children. Some career women take a few years off and reenter the work force when their children are older. And for those who don't, more and more companies are providing on-premises day care and including such services in employee benefit packages. We've had a first-hand experience with the rewards of on-site day care with our own DOT-sponsored facility, begun two years ago. Parents can spend time with their children they would otherwise miss -- to and from work and during lunch. Like many private employers, we're seeing the benefits in reduced absenteeism and turnover and improved productivity. The facility is also an excellent example of self help. Employees raised \$10,000 among themselves to get the center started, and many contributions of goods and money have come forth to keep it going.

Yes, much has changed, and we are adapting to the work place of the 1980s. When Secretary Dole arrived at the Department of Transportation just four years ago she asked how many of our employees were women. She was told 19 percent. The next obvious question was, "what was the percentage when the Department was established in 1967?" The answer: 18.5 percent. It didn't take long for us to design the Secretary's Initiatives to Improve Opportunities for Women, a 10-point program which has become a model for other agencies. It focuses on all career phases from recruiting for entry level professional, technical and clerical positions to training in career planning for employees in positions with limited advancement opportunities. The program also includes preparing mid-level employees for more senior management positions and providing opportunities for management-level employees to move into the Senior Executive Service.

Of course, training is what each individual makes of it. Seminars are helpful and effective if we go back and use what we learned. Nothing magic will happen unless we put to use the skills we've learned in these seminars. And so many of DOT's participants have done just that. The results at DOT have been very gratifying.

We are helping more women enter our work force. We're preparing more women than ever to assume managerial positions and to expand existing skills -- for example, to become air traffic controllers and move into more skilled and higher paying jobs.

Recently a pilot told the Secretary "I flew into a major city and I was really amazed. There were three distinct voices on the air traffic control system. All three were female voices."

In a Department of over 100,000 people, such change is indeed a challenge. It takes many women to move the female percentage up even one point, but in the two years since we began our program, the number of women employees in the Department has increased by three percentage points.

There has been a three percent increase in women in grade 13 and above. And five of the 17 positions in DOT that require Senate confirmation are held by women.

By any numerical measure, our program has been successful. But to me the most important measure is the human element. If we've helped a single employee gain a new perspective in life, build self-confidence or chart a new direction in her career, then we've achieved true success.

I am convinced that our "quiet revolution" is not the only challenge to the organizational status quo. No less revolutionary is the growth and changing nature of problems which both industry and government face in the decade of the eighties.

The change in the number of women in the work place has occurred simultaneously with changes in technology and in how businesses and government operate. Technological advancements, the information boom, and resource shortages have made management of machines less critical than the management of people. This new focus within organizations will allow women to capitalize on skills they have traditionally demonstrated -- the "people skills" of mediating, moderating, consensus building, and communicating.

In his 1982 bestseller, Megatrends, John Naisbitt discusses just what the crucial changes of the decade might be. He identifies what he feels are the "ten new directions transforming our lives." By Naisbitt's analysis, today's America is marked by, among other things, a movement from industrialism to a more information-centered society, from systems of institutional help to systems of self-help, from hierarchies to networking and from a representative democracy to an increasingly participatory one. The skills needed to deal with such change are those most often identified with women.

Actually, much of what Naisbitt identifies as being positive attributes for the society of the near future corresponds to what have previously been regarded as limiting stereotypes of woman.

As an aside, it is interesting to flip through the American Management Association's catalog of continuing education and note the number of courses in interpersonal skills being offered to today's manager, most of whom are men!

Organizations have a great opportunity to redefine the rules of the game and maximize the female side of the resource ledger. Even competition can take a new course, perhaps moving away from...cut-throat. I am reminded of a story of two hikers that illustrates the point. They see a grizzly

bear over the horizon coming straight at them. The first hiker drops his knap-sack and puts on his Nikes. The second says "what are you doing? You don't think you can outrun a grizzly, do you?" The first hiker replies "I don't have to outrun the grizzly; I just have to outrun you!"

Women are proving that competition doesn't have to be so deadly. A new leadership style is necessary. One in which the masculine style based on analytical, rational, quantitative thinking is balanced with the style of leadership which is generally perceived as feminine, relying on adaptive relationships of support and tending to look for integrated solutions to systematic problems. The new leader is a facilitator, not necessarily an order giver.

Words like "unachievable," "unattainable," "impossible" and unimaginable have never been a part of the American woman's vocabulary. And it shows. Your success not only speaks well for the American system and the government we serve, but also strengthens it.

As we continue to assume a greater leadership role, the challenges we face are, in many respects, more difficult: balancing a career with family, blazing new trails, having the courage to take risks, to speak up and to lead. But I have every confidence in our success.

If the challenges sometimes seem insurmountable, I think of President Reagan's comment about his early days as Governor of California. "Each morning began," he said, "with someone standing before my desk describing yet another disaster. The feelings of stress became almost unbearable. I had the urge to look over my shoulder for someone I could pass the problem to. One day it came to me that I was looking in the wrong direction. I looked up instead of back. I'm still looking up. I couldn't face one day in this office if I didn't know I could ask God's help and it will be given." Let us never forget the source of our strength and our courage.

May I wish you every success, collectively and individually.