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REMARKS PREPARED FOR DELIVERY BY
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I am reminded of a story of an itinerant pastor, who was retiring after years of circuit riding, and was forced to sell his horse. He cautioned the buyer that the horse obeyed only the instructions he had taught him: "Amen" to make him stop, and "Praise the Lord" to make him go.

The new owner took the horse out for a ride, and while galloping along, he suddenly realized he was heading for a steep cliff. Frantically searching his memory for the proper words to stop the horse, and just a few yards from the edge of the cliff, he finally yelled "Amen!"

The horse skidded to a halt. Thankfully mopping his brow, the man heaved a sigh of relief. "Praise the Lord," he said.

You know, expert horsemen and good managers have something in common -- both must know the right signals and when to give them to assure superior performance.

In fact, it is those cliff-hanging moments when the signals of a manager are so critical. How great it is to have confidence in my senior management that they most assuredly know the signals!

Almost exactly two years ago, when I came to the Department, I was told that DOT has a reputation of having the finest professional staff in town. They were right. And I feel so fortunate to work with such a fine group of dedicated senior staff members.

We have been through a lot together. Some experiences are particularly meaningful to me. Your help was invaluable in the most difficult public policy decision that I have ever had to make -- our rulemaking on the challenging issues of passive restraints and seat belts. DOT professionals like Diane Steed and others from offices throughout the Department were crucial in resolving and now communicating this exceedingly complex issue.

It was an honor for the Department when President Reagan named DOT the lead agency in the development of commercial space transportation, and I believe this would have not happened had it not been for hard work of Jeff Shane and other professionals.

One of my earliest challenges was the implementation of the Surface Transportation Assistance Act. A number of regulations had to be promulgated. I am particularly proud of the large volume of contracts -- valued at over \$1 billion in fiscal year 1984 alone -- we have awarded to minority contractors through the regulations we developed in the Surface Transportation Assistance Act. Together, we have made impressive advances across the Department in economic opportunities for minorities.

You have helped our nation achieve significant new accomplishments in international cooperation and understanding. I will always remember the pathbreaking meeting in Europe with Secretary General Srivastava of the International Maritime Organization, regarding our desire to support two treaties increasing liability and compensation for oil spills. Long and diligent efforts by Coast Guard experts make that historic agreement possible.

And what an experience, carrying our message of deregulation to my counterparts at the meeting of the European Council of Ministers of Transport in Oslo last May. With their economies still in the grips of economic stagnation, and as more and more trade shifts to the Pacific Basin, the transport ministers were extremely interested in our deregulatory experience. On that same trip, in London, months of staff work made it possible for me to spend a very productive hour with Prime Minister Margaret Thatcher, exchanging our experiences with deregulation -- or as the British call it -- "privatisation."

Last year I also visited the headquarters of the Saint Lawrence Seaway on the occasion of its 25th Anniversary -- arriving at the ceremony aboard the Coast Guard Cutter, Chase, after staying over night aboard ship. And I shall always be grateful for the team work in another intense effort -- exchanging ideas and writing humor in preparing to carry the torch as the first woman in 99 years to speak at the Gridiron Club. For the life of me, I still do not understand why all those women turned them down for so many years!

Benjamin Franklin, who could have written America's first manual on public service, once said, "The most important task we are undertaking as a nation is to solve the magnificent challenge of being a free people." His words ring true today, providing a beacon for all of us -- who represent a diversity of talents, skills and experience difficult to duplicate anywhere in the world. One of the great rewards of being at DOT is seeing the tremendous level of cooperation between the career SES and political executives. I very definitely rely on career managers, many of whom are in this room tonight, for the institutional knowledge and expertise necessary to insure continuity while promoting meaningful change. Not a day passes that I don't see examples of close professional interaction of the highest order between expert career SES members and presidential appointees. I am deeply grateful for your contributions to our national life and for your tremendous support of my priorities at DOT.

Early on, we began pursuing three policy goals -- to define the proper role of the federal government, return to the states and localities the decision-making authority on those issues that concern their jurisdictions alone, and to remove needless regulations that inhibit our industries from operating efficiently.

We've certainly made headway in deregulating the transportation industry. We have begun to realign responsibilities between the federal government and the states, as in our transfer of the Alaska Railroad to the state, and between the public and private sector, for example, in returning Conrail to private ownership. We are modernizing our airspace system, and we've led the way thru Marad to enact landmark maritime legislation -- and all our transportation systems are safer because of the people in this room tonight. I know that we share a heart felt commitment to make a real difference for people.

Together, we have brought the transportation industry to the threshold of a new dawn of economic freedom, which benefits especially the traveling public. But our mission is far from completed. Now our challenge is to cross over that threshold and create an environment for our industries to grow freely and serve the people better.

I am determined we'll continue to remove unnecessary constraints in all forms of transportation, and to resist any attempts at re-regulation. During the year we will be proposing further deregulation of the trucking industry. We will soon reach a critical period of time in the sale of Conrail. I want to move rapidly the Holton Commission's plan on how to transfer Washington National and Dulles Airports to an independent regional authority. And, of course, several CAB functions have now transferred to DOT, and as a result we are expanding our consumer duties and increasing our responsibilities over international aviation. The transfer and transition has been very smooth, again thanks to superb professional staff work.

And a number of DOT's senior managers are working diligently to bring order to the very complex area of new starts in mass transit. They are establishing criteria and streamlining procedures to assure the most cost-effective use of our taxpayer dollars. Similarly, managers at RSPA continue to direct programs in all fields of transportation research and development and to enforce regulations to ensure safe transportation of hazardous material.

I will greatly rely on you as I articulate my vision for the future of aviation. It is our task to inform Congress, the press and the public how our policies and programs, including the NAS plan, will help the industry meet the challenge of free and growing markets. At the top of our agenda must be relieving traffic congestion while continuing to ensure the safety of the flying public. I am especially appreciative of FAA's fine work during my "white glove" inspection and currently as we review all aspects of general aviation.

While I am determined to restore economic freedom to our transportation industries, I am equally committed to making sure that safety is in no way diminished. We will continue working with the private sector to urge the wearing of safety belts. We will encourage states to raise their drinking ages to 21 to protect our young people from the dangers of drinking and driving, and we will work to influence the passage of seat belt laws. The task force on safety will continue to operate in all modes of transportation.

And internally, we are continuing our effort to expand professional opportunities for women. The response to our Women's Initiatives has been overwhelming. Participation in the seminars has been exceptional. And even more gratifying is the way so many of you have adopted, implemented and actively promoted our Women's Initiatives. My goal is to improve the quality of life at DOT -- to help every employee

achieve his or her full potential -- and in the process, improve the quality of transportation in America as well.

It is not only important for us to be good administrators; we also need to be good communicators; to let the people know what we're going to do, and why we're doing it -- and to be responsive to the views expressed to us as policymakers.

The importance of effective communication was summed up recently by Secretary Baldrige. The Commerce Department regularly does a census of small businesses throughout the country. Mac Baldrige got a strange response from a man in North Carolina. Sole proprietors were asked to list the number of employees, broken by age and sex. The North Carolinian replied, "None" -- "but alcoholism is a real problem for us!"

Yes, I am in constant need of your assistance as communicators and as managers. You are in positions that allow you to interact with leaders throughout the Administration, Congress, the business community, citizen groups and the press. And in instance after instance, it is you who enable us to succeed.

I would like all of us to be able to look back on our careers and be able to say, "We gave all our energy to tackle the tough issues. We participated, met the challenges, reached and stretched beyond our grasp."

In closing, let me share with you an experience that Bob and I had when we visited Russia for the U.S.-U.S.S.R. Trade Conference.

At our embassy in Moscow, I talked to members of two families from Siberia, who had sought asylum from the religious persecution they had encountered in their own mother country.

In attempting to reach the embassy's gates, one of the young sons was caught by Russian guards, beaten in full sight of the two families, and then dragged away. Later they learned that he had been sent back to Siberia. It was nearly five years -- separated from their friends and family and living in the basement of that embassy --before the Russian government allowed those families to emigrate to Israel.

As we drove up to the airport to begin our long trip home and I looked at that airplane sitting on the runway with "United States of America" emblazoned on its side, I thanked God that I could come home to a country where freedom and democracy are more than just hollow spaces.

All of us have a stake in government that lives up to its noblest promises. We all share a responsibility for bringing those promises to fruition. My entire career, as many of yours, has been in public service, and my experience in public service has proven to me that we must strive throughout government to make that difference -- for people to be sensitive and responsive.

Each of you plays an important part in making our government -- and DOT in particular -- responsive to the needs of America's citizens. In carrying out your management responsibilities and in administering the Department's programs, you truly do make a difference. Working together, during this challenging time of social and economic change, I know we can make even greater strides in meeting the "magnificent challenge" that Benjamin Franklin described over 200 years ago.