

SECRETARY OF TRANSPORTATION ANDREW H. CARD, JR.
DOT FELLOWS
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- You wouldn't be in this group if you weren't the cream of the crop in DOT mid-level management.
- You wouldn't be here if you didn't have a real commitment to government service, and the desire to use your skills to help the government work better.
- The National Transportation Policy said it and I couldn't agree more: the place to start to make government work better is with mid-level management.
- One of the visions of what we bureaucratically call NTP Phase 2 was to bring together some mid-level managers in a structured environment -- to have you work together as a team -- sharing ideas -- promoting intermodalism -- studying management styles.
- David Osborne and Ted Gaebler, in the popular book *Reinventing Government*, talked a lot about change; about a government that is steering rather than rowing; about results-oriented government; competitive government; customer driven government; enterprising government; and anticipatory government.

- It's no secret that the American people are angry at government. They are angry at governments that spend more but deliver less. They are frustrated with bureaucracies, and tired of having taxes raised and services cut while problems go unsolved.
- But the government that people are angry at was invented over 50 years ago.
- America has long since outgrown that government. This is a new day and a new way.
- President Bush is pushing five reforms that will give us the kind of change we need to meet today's needs. The President is carrying revolutionary change to education, health care, world trade, and our legal and legislative systems.
- But the real change will come from you. You are the ones who have to strain your brains, use what you've gained in this year of fellowship and make change work.
- So let me leave you with these thoughts.
 - Always maintain the highest standards of ethics in dealing with the public. One of my first acts as Secretary of Transportation was to emphasize ethics. The public deserves ethical behavior. Our conscience demands it. President Bush's example...

- Don't be afraid of change. Don't be afraid to take risks. Top management under Andrew Card will be there for you even if an idea doesn't work out to be as good as we thought it would be. Don't be afraid to invent another way of doing things.
- We all have to pull together to get this government working more efficiently. We are all on the same team.

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