

SECRETARY OF TRANSPORTATION ANDREW H. CARD, JR.  
SENIOR EXECUTIVE SERVICE DINNER  
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### ACKNOWLEDGEMENTS

It's a real pleasure to be here with the Department's managers, its cream of the crop, especially on the occasion of National Transportation Week, and the Department's 25th birthday. Let's extend our appreciation to the Coast Guard combo, *Windsong*.

### PRAISE GROUP

DOT is the best department in government because of the effort of everybody in this room, and all those other employees across this country and around the world, whom you represent.

When preparing to meet with you tonight, I asked for a snapshot, a look at the demographics and diversity of this group. Let me tell you what this snapshot looks like. Even you will be surprised by the excellence, and experience you represent.

Take people like John Lainhart, Assistant Inspector General, who was recognized by President Bush for his leadership in information systems auditing. Monte Belger, at the time FAA's Associate Administrator for Aviation Standards, whose contribution to aviation security won Presidential recognition. Or, Dennis

Judycki, FHWA's Associate Administrator for Safety and Systems, recognized by President Bush for strategies to enhance urban mobility.

For a hundred of you, you've been with the government for each candle on the Department's proverbial cake. At least 24 percent of you have 25 years or more service.

And while we are on the Department's 25th birthday, let's recognize some of you with the longest tenure of service: Walter R. Somerville Jr., Coast Guard; Harold W. Becker, and Garland P. Castleberry, FAA. All of you stand up. Let's give them a hand.

Now that I've recognized the longest survivors, let me introduce one of the newest senior executives -- Theresa Trujeque, (pronounced tru-hicki). Stand up Theresa. She is a person with exceptional ability and the Department's new Deputy Director of Personnel.

We can't forget the role the regions play on the front line with our customers. We are fortunate to have several executives from outside the beltway here tonight. Among them are: Leonard Braun of Federal Transit Administration, New York; Arlene I. Feldman, FAA, Burlington, Mass., **(I run into Arlene almost everytime I go home to Massachusetts)**; Admiral Paul Krinsky, of the U.S. Merchant Marine Academy at Kings



Point, NY (I knew him when he was Commander Krinsky) and Bruce Beran, Commander of Coast Guard's Pacific Area.

Let me continue the snapshot. The average age of the SES is 51 years old; 378 are career civil servants, 38 are political appointees. And 41.5 percent of your group have at least masters degrees.

Taken separately, these figures are meaningless. But they represent real people working day in and day out to make sure we achieve the Department's mission.

As you know, this is a historic occasion, a historic week. The Department commemorates 25 years of service to the nation's transportation. And tomorrow in a ceremony on the mall we will salute 25 years of DOT progress.

The world has turned over many times since April 1, 1967. And transportation has moved from two-lane highways to the jet age to the space age. Just listen to some of the progress, and remember your role in making it happen.

Since April 1, 1967,

-- the Coast Guard has saved 111,000 lives at sea; people like Commandant Bill Kime and Vice

Commandant Marty Daniell have been so instrumental in leading this vital mission.

- NHTSA and FHWA together saved 262,400 lives on our highways. In addition to saving lives, Howard Smolkin, executive director of NHTSA, is involved in long range planning, and Kevin Heanue of FHWA, is involved in development of the post interstate highway program.
- the Federal Transit Administration expended \$59 billion to help construct 425 miles of new fixed guideway transit facilities. FTA assisted in purchasing about 80,000 urban buses and over 7,000 rail transit vehicles. I see Brian Clymer and Roland Mross, Administrator and Deputy Administrator of FTA. Also with them from FTA are Bob McManus, (Been with FTA and its predecessor since it became part of DOT), Larry Schulman (Associate Administrator for Technical Assistance and Safety, has a key role in ISTEA), and Tom Hunt, (has been advising on administrative matters since 1980.)
- the St. Lawrence Seaway handled 1.1 billion metric tons of cargo. The grain portion of that figure would be sufficient to feed the world population for six years. The iron ore portion would make 24



billion automobiles. Erman J. Cocci, Associate Administrator of the Saint Lawrence Seaway Development Corporation, is here from Massena, N.Y.

- billions more tons passed through our ocean ports. And here from the Maritime Administration are Warren Leback, (Administrator), Reg Bourdon, (plays a key role in fundamental international maritime agreements) Earnie Hawkins, (made significant contribution to enhance diversity at Merchant Marine Academy) and Nan Harlee, (recently appointed Associate Administrator for Marketing.)
- the FAA invested fifteen and a half billion dollars in our airports and spent billions in maintaining our air traffic control system -- Col. Len Griggs, head of airports, is here, representing many FAA employees involved in this effort.
- 18,841 miles of the Interstate Highway System were built -- I see Tom Larson, Cindy Burbank, (Staff Director for NTP 2), Tom Edick, (whose organization was the first to receive the Secretary of Transportation's quality award in 1991), Tom Pasko (Director of Advanced Research), and many others from FHWA.

-- and 38.4 billion tons of cargo moved on American railroads. Gil Carmichael is here. Also from FRA are Ed English, (director of Office of Safety Enforcement), Jane Bachner, (Director of Economic Analysis), and Jim McQueen, (Associate Administrator for Railroad Development, also MIT graduate) and others.

-- and along the way RSPA established the John Volpe National Transportation Center. And here from RSPA are Deputy Administrator Doug Ham and Dick John, (current Director of the TSC in my home state of Massachusetts), Rose McMurray, (currently Associate Administrator for Management and Administration), George Tenley (Associate Administrator for Pipeline Safety, a lawyer turned technical man).

Everyone here deserves a lion's share of the credit for making these things happen. All this is significant. You have helped to make our system the best in the world, but the future will be a very different place.

One of our guests on Wednesday at the symposium called "The Future Starts Here" will be Ted Gaebler, co-author of Reinventing Government, a popular book in Washington. The book points out what you already



know -- government needs to reinvent itself once in a while to be truly effective.

DOT is constantly reinventing itself. Through your leadership we have changed to meet the needs of the America people.

"Reinventing Government" talks a great deal about an entrepreneurial government, one that draws in the private sector as a partner and a resource. As a result of the intermodal surface bill we all know as ISTEA, public/private partnerships are springing up all over transportation.

The good news is that as we go about reinventing government and dealing with so much change, we have the President's National Transportation Policy as our guide. So many of you helped craft the NTP: Tony Kane, who headed the NTP development; Dale McDaniel of FAA, who headed one of the cluster focus groups; Bill Watt of FRA, who headed inner city freight group, and Arnie Levine, head of OST's Office of International Policy, who managed the international transportation focus group.

Before the NTP was released, just about everybody in the Department and most of our constituents had a hand in it. But you were the leadership. You provided the way.

Our biggest achievements are happening now... ISTEA...Passenger Facility Charges...Maritime reform.

But most importantly, intermodalism. The need for more efficient transportation created intermodalism and ISTEA institutionalized it. ISTEA is just one more example of how the Department continues to reinvent itself.

Many, if not all of these changes are an outgrowth of the President's National Transportation Policy.

But success of NTP isn't limited to ISTEA, the reauthorization, or the Office of Intermodalism. The President has taken its success and applied it to a much broader reform agenda. Legal reform, education reform, health care reform, trade reform and government reform. You really started something with NTP, and your achievements will make our country a better place to live.

As you help change America's transportation system to prepare for the 21st century, please be mindful of another change -- a big one -- coming to the Department. One hundred sixty of you are eligible to retire in 1994, and indeed 63 have firm plans for retirement.



This creates a big challenge for the Department, and it requires that the SES development program be better than ever. One of your challenges will be identifying your successors. The Department has a Candidate Development Program for the SES. And I hope you will commit yourselves to do everything in your power to recruit and develop a new generation that will build on your foundation.

Bear in mind that the current SES workforce is not exactly a model of workforce diversity: 13.7 percent of SESers are women, 9.4 percent are minorities, and 3.6 percent, disabled. That picture is changing but it still needs the commitment of all of us. Just this afternoon, I heard that SES candidate recruitment at the FAA, for the first time in history has 28 percent women. We need more stories like this one. We must make diversity a reality in the ranks of the SES. And you are the best people to make it happen.

The one remaining issue that is a cause of great concern to me, and I intend to give it more attention, is the quality of life at the Department.

Just as changes have been made in the transportation industry, our own workforce needs a conducive environment to meet the challenges facing us. When I first became Secretary, I toured the headquarters

building and I must say, the working conditions are far from perfect. You all deserve much better. It appears very unlikely, at this time, that the Department of Transportation will have a new headquarters building behind Union Station. But we're not giving up the fight. We are looking at alternatives such as including some housing in the Federal Triangle Building, which will be built at 12th and Pennsylvania Avenue.

Now, I would be remiss not to say a few words about our able Deputy Secretary, Jim Busey. Jim will be leaving the Department. Admiral Busey is the finest, most dedicated public servant I know...

As we say goodbye to Jim, we welcome a new member of the Department's executive staff -- Tom Richards, President Bush's nominee to head the FAA. With General Richards aviation experience with the Air Force, as well as having served on the President's Commission on Aviation Security and Terrorism, he will be an asset to FAA and the Department.



## CONCLUSION

Walter Lippman once said that "the final test of a leader is that he or she leaves behind him (or her) in other men (and women) the conviction and the will to carry on.

Ultimately, we will be judged not on yesterday's accomplishments, but tomorrow's successes -- long after we're in any position to influence the outcome. And you can count on our children -- the next generation -- letting us know how we did. Today's managers -- must build a top notch workforce and give them the best strategic plan and management philosophy available.

Fortunately, we have the plan -- NTP. We have the management philosophy -- public service. Now, you need to ensure that those to whom you pass the baton can run faster, farther and even more successfully than you.

Thank you very much.

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