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REMARKS PREPARED FOR DELIVERY
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY
ADMINISTRATION EMPLOYEES CONFERENCE
WASHINGTON, D.C.
AUGUST 15, 1995

(Introduction to be made by Melissa Spillenkothen)

Good morning. I'd like to take this opportunity, Melissa, to thank you for arranging today's conference -- and for your work to make DOT's restructuring a success.

The Secretary's restructuring proposal is eight months old this week, and -- after a period of evaluation and planning -- we're beginning the second phase: implementation.

Since some parts of the restructuring -- such as the creation of the Intermodal Transportation Administration and changes to our funding programs -- require Congressional approval, the first elements to be implemented are those that the Secretary can carry out under his own authority.

Many of these elements affect the Office of the Secretary itself, and they're designed to streamline OST and focus it on strategic planning and policy development.

Some functions are being shifted to more appropriate offices. For example, last week the Secretary announced the

transfer of the Office of Commercial Space Transportation to the FAA.

Other functions are being reengineered entirely, and that includes many of those now being performed under Melissa's leadership.

The means to do this is the Transportation Administrative Services Bureau, and I want to tell you that the ASB is a landmark in the Department's history.

By creating it we're empowering our administrative staff to provide the highest-possible quality of service to other DOT employees at the lowest cost to the taxpayers.

That has to be gratifying to you. I know that many of you have long been frustrated by the tangle of rules and regulations, the lack of personal authority, and the uncertain missions that don't always let you do your job the way you think best.

These are problems that have grown up over a generation -- in many cases, the result of the best of intentions. Dealing with them piecemeal isn't going to create the change we need. The cultural expectations that have developed are just too great. That's why we've chosen a genuinely radical course.

By creating a new, entrepreneurial entity focused solely on delivering excellent products and services, we're empowering

you to move beyond the bureaucracy that has so often limited you in the past.

The ASB is going to be an organization that embodies the qualities of service needed to succeed in the future -- qualities I call the "four F's."

First, service organizations must be *focused*: the ASB and organizations like it will have clearly-identified missions and an engaging vision of the future.

Second, they must be *fast*: they must be able to make decisions quickly and respond to the demands placed on them by their customer. Front-line employees will have the authority to make the rapid decisions needed to do this.

Third, they have to be *flexible*: they'll be able to change their processes or even their structures to better meet the demands placed on them by changing conditions.

Fourth, they've got to be *friendly*: and by this I mean not only customer-friendly, but friendly to their own employees as well -- recognizing that any organization's greatest assets are its employees.

Now, these qualities are necessary for success -- but they're not intrinsically a part of any organization. Nor can they be imposed from the top down. Instead, they're the result of a partnership of management and employees.

The concept of partnership is central to making the ASB succeed. The Secretary and I are fully committed to that, but we can't do it without you. We need your full commitment -- your ideas, your experience, your knowledge -- if DOT is to make the transition to a truly entrepreneurial organization.

Doing this won't be easy, but other large organizations have done it -- look at IBM. 15 years ago it was so dominant that the government sued it for violations of antitrust laws.

A decade later it was on the brink of bankruptcy, ruined by its inability to respond to the demand for personal computers.

Today it's reinvented itself, and is once again successful.

DOT can do the same, and we have a powerful advantage: a talented, diverse workforce that understands the benefits of change -- a workforce that knows that the real threat comes not from change but from stagnation.

Over the coming months, as we put the ASB in place, I look forward to working closely with Melissa and with you to make it a success.

I know that you have a full program today, so I'm going to turn the mike back to Melissa. Thanks for your attentiveness.

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