

REMARKS BY
ADMINISTRATOR JAMES B. BUSEY
SATELLITE TELECAST
AUGUST 13, 1990

HELLO, I'M JIM BUSEY. I KNOW THAT YOU HAVE HEARD A LOT OF SPECULATION RECENTLY ABOUT WHAT IS COMING WITH RESPECT TO THE FY 1991 BUDGET AND SEQUESTRATION. SO, I THOUGHT I WOULD TAKE A FEW MINUTES OF YOUR TIME AND TELL YOU HOW I VIEW IT FROM MY PERSPECTIVE AS ADMINISTRATOR. BUT BEFORE I GO INTO THE DETAILS OF WHAT IS LIKELY TO HAPPEN COME OCTOBER 1, LET ME GIVE YOU A BIT OF BACKGROUND AS TO HOW WE GOT IN THE PREDICAMENT IN THE FIRST PLACE.

AS MOST OF YOU KNOW, CONGRESS HAS MISSED A NUMBER OF IMPORTANT DEADLINES IN RESOLVING THE FISCAL YEAR 1991 BUDGET. WITHOUT AN AGREEMENT ON REVENUE AND SPENDING LEVELS AND PRIORITIES, THE FEDERAL BUDGET DEFICIT FOR 1991 WOULD BE ABOUT \$169 BILLION. BECAUSE THIS WOULD GREATLY EXCEED THE DEFICIT TARGET ALLOWED BY THE GRAMM-RUDMAN-HOLLINGS LAW OF 1985, AUTOMATIC CUTS OF ALMOST 32 PERCENT WOULD AUTOMATICALLY GO INTO EFFECT IN OCTOBER. EVERYONE RECOGNIZES THAT 32 PERCENT REDUCTIONS WOULD BE DISASTROUS IF THEY LASTED FOR A FULL YEAR. HOWEVER, THE POSSIBILITY NOW APPEARS REAL THAT -- UNLESS THERE IS CONGRESSIONAL ACTION IN SEPTEMBER -- AUTOMATIC CUTS WILL GO INTO EFFECT ON OCTOBER FIRST.

TO ADDRESS THIS SITUATION, THE OFFICE OF MANAGEMENT AND BUDGET HAS DIRECTED ALL AGENCIES TO SUBMIT CONTINGENCY PLANS FOR FY 1991 BY THE END OF AUGUST. OUR CONTINGENCY PLANS WILL HAVE TO DESCRIBE THE ACTIONS WE WILL TAKE EFFECTIVE OCTOBER FIRST IF, AND I MUST EMPHASIZE THE IF, -- CONGRESS FAILS TO AGREE UPON A BUDGET PLAN IN SEPTEMBER.

AT FAA WE MAY HAVE TO CUT MORE THAN TO 2.5 BILLION DOLLARS TOTAL FROM OUR FULL YEAR BUDGET, OVER A BILLION DOLLAR FROM THE OPERATIONS APPROPRAITION ALONE. I HAVE ALREADY PUT A MORATORIUM ON ALL COMMITMENTS FOR NEW HIRES. EXCEPT FOR THOSE IN SAFETY RELATED AREAS. I DID THIS SO AS TO GET A HANDLE ON WHERE WE ARE WITH OUR NEW HIRING TODAY AND TO CONTINUE THE BADLY NEEDED GROWTH THAT WE FOUR SO HARD TO WIN. THIS EXCEPTION IS IN THE EXPECTATION THAT WE WILL NOT BE UNDER THESE RESTRICTIONS FOR TOO LONG. I INTEND TO CONTINUE TO REVIEW THIS MORATORIUM THROUGHOUT THE REMAINDER OF THIS FISCAL YEAR.

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I WANTED TO TALK WITH YOU TODAY TO TELL YOU FACTUALLY WHAT WE MUST CONSIDER IN OUR CONTINGENCY PLANS IN ORDER TO COMPLY WITH THE LAW. I AM NOT GOING TO SUGAR COAT THE IMPACTS -- I WANT EACH OF YOU TO KNOW EXACTLY WHAT WE ARE CONSIDERING.

SO COME OCTOBER 1, IF THERE IS NO CHANGE IN THE BUDGET PICTURE, THE START OF THE NEW FISCAL YEAR, WE WOULD HAVE TO:

- * FREEZE ALL NEW HIRING
- * ELIMINATE ALL OVERTIME
- * CUT EQUIPMENT PURCHASES
- * SUSPEND NEW P C S MOVES
- * ELIMINATE ALL BUT ESSENTIAL TRAVEL

- * SUSPEND MOST TRAINING
- * CURTAIL CONTRACTS
- * RELEASE ALL TEMPORARY EMPLOYEES
- * SUPPORT ONLY SAFETY RELATED ACTIVITIES

THE FURLONGHS WOULD BE SPREAD OUT DURING THE WEEK SO THAT ABOUT 30 PERCENT OF THE WORKFORCE WOULD BE ABSENT ON ANY GIVEN DAY. THIS WOULD BE ACROSS THE BOARD, AS I SAID, LEVIED THE SAME HERE IN HEADQUARTERS AS IT WILL BE IN THE F S D Os, AS IN THE CONTROL TOWERS, AND CENTERS. THIS MEANS OUR ABILITY TO OVERSEE THE SAFETY OF THE AVIATION SYSTEM AT ITS CURRENT LEVEL WOULD BE CURTAILED AND REQUIRE REDUCTIONS IN AND RESCHEDULING OF AVIATION OPERATIONS. AS ALWAYS, AVIATION SAFETY WILL BE OUR NUMBER ONE CONCERN.

AND AS A LAST RESORT, WE WOULD NEED TO IMPOSE AN ACROSS THE BOARD FURLOUGH WITHIN THE FAA. THIS WILL IMPACT ALL SERVICES AND ALL OF YOU. FOR THOSE OF YOU NEW TO THE FAA, A FURLOUGH MEANS THAT WE CANNOT PAY OUR EMPLOYEES OR ALLOW THEM TO WORK. THIS IS A SEVERE MEASURE, AND ONE WE WOULD USE ONLY AS A LAST RESORT BECAUSE IT WOULD HAVE A PROFOUND EFFECT ON ALL ASPECTS OF THE AGENCY. THE WAY THE REDUCTIONS WOULD BE APPLIED, THEY AFFECT THE F&E AND RESEARCH PROGRAMS ALSO. OUR CONTINGENCY PLAN INDICATE NOW THAT IT WILL MEAN EVERYONE IN OUR WORKFORCE WOULD BE ON FURLOUGH FOR APPROXIMATELY TWO TO TWO AND A HALF DAYS PER PAY PERIOD, OR MORE THAN ONE DAY PER WEEK STARTING MONDAY, OCTOBER 1.

HOW LONG DO I EXPECT THIS TO GO ON? WELL, IT COULD BE AS SHORT AS A FEW DAYS, BUT I THINK WE SHOULD PLAN ON IT LASTING LONGER THAN THAT.

SO, THERE YOU HAVE IT LADIES AND GENTLEMEN. I WANTED YOU TO HEAR FROM ME ABOUT THE PLANNING WE HAVE UNDERWAY. IN ADDITION TO THE HARDSHIP THIS PRESENTS TO OUR EMPLOYEES, IT MEANS WE ~~WILL~~ NOT BE ABLE TO SERVE OUR CUSTOMERS, THE FLYING PUBLIC, AS WELL AS THEY HAVE COME TO EXPECT. I PROMISE TO KEEP YOU INFORMED OF THINGS AS THEY DEVELOP.

NOW LET ME TAKE A FEW QUESTIONS FROM YOU HERE IN THE AUDITORIUM.

REMARKS BY BARRY LAMBERT HARRIS
DEPUTY ADMINISTRATOR
FEDERAL AVIATION ADMINISTRATION
FLORIDA AIRPORT MANAGERS ASSOCIATION
PENSACOLA, FLORIDA
AUGUST 13, 1990

WHEN SCHEDULED AIRLINE SERVICE
BEGAN IN THE UNITED STATES 76 YEARS AGO
WITH THE ST. PETERSBURG-TAMPA AIRPORT
LINE, NO ONE COULD HAVE IMAGINED THAT
THE COUNTRY WOULD HAVE A SYSTEM
CAPACITY PROBLEM SOMEDAY.

PASSENGERS CLIMBED ABOARD A
BENOIST FLYING BOAT ON ONE SIDE OF THE
BAY AND WERE FLOWN 21 MILES TO THE
OTHER SIDE--NO PRE-FLIGHT SECURITY
CHECKS, NO IN-FLIGHT COCKTAILS, NO
POST-FLIGHT WAIT FOR BAGGAGE AND NO
FREQUENT FLYER PLAN TO ENSURE REPEAT
BUSINESS.

IT WAS A SIMPLER TIME.

SINCE THEN, THE GROWTH IN AIR TRAVEL HAS BEEN NOTHING SHORT OF PHENOMENAL, BUT THERE IS A GOOD NEWS/BAD NEWS ELEMENT IN ALL OF THIS. AVIATION HAS BEEN THE BENEFICIARY AND VICTIM OF ITS OWN SUCCESS. IN A MERE THREE-QUARTERS OF A CENTURY, THE AIRPLANE HAS BECOME THE PRIMARY MODE OF PUBLIC TRANSPORTATION BETWEEN CITY PAIRS BOTH IN THE UNITED STATES AND AROUND THE WORLD.

LET ME PAUSE HERE FOR A MOMENT AND DWELL ON THE IMPLICATIONS OF THIS PHENOMENON. SOMETIMES I THINK WE IN AVIATION FORGET WHAT AN INCREDIBLE STORY THIS IS. WE GET SO CAUGHT UP IN TRYING TO SOLVE DAY-TO-DAY PROBLEMS THAT WE FORGOT WHERE WE HAVE COME FROM SO RAPIDLY.

I WAS RECENTLY REMINDED OF WHAT A REMARKABLE STORY THAT AVIATION HAS BEEN IN THIS COUNTRY AS I VISITED THE EXPERIMENTAL AIRCRAFT ASSOCIATION SPORT CONVENTION AT OSHKOSH, WISCONSIN. THERE, THE SPIRIT OF ADVENTURE AND CREATIVITY THAT MARKED AVIATION'S BEGINNINGS STILL BREATHES.

THERE, YOU CAN SEE SUPERBLY RESTORED AIRCRAFT OF ALL SHAPES AND SIZES DATING BACK TO THE 1920S AND 1930S. BUT, WHAT IS MOST AMAZING IS THAT SOME PEOPLE WHO FIRST GOT INTERESTED IN FLYING IN THE 1930S, FOR EXAMPLE, ARE STILL OUT AT OSHKOSH KICKING TIRES WITH THE SAME ENTHUSIASM FOR AVIATION THEY HAD WHEN THEY WERE YOUNGSTERS. WHAT STRUCK ME IS THAT VIRTUALLY THE ENTIRE HISTORY OF U.S. AVIATION HAS TAKEN PLACE WITHIN THE LIFETIME OF INDIVIDUALS WHO ARE STILL HERE.

THIS IS STAGGERING WHEN YOU THINK ABOUT IT. AND I THINK IT'S IMPORTANT TO KEEP THIS PERSPECTIVE AS WE GRAPPLE WITH DOWNSIDE OF AVIATION'S SUCCESS. WHAT I THINK IT ALSO MEANS IS THAT THOSE OF US IN AVIATION, WHO ARE IN THE BUSINESS BECAUSE WE LOVE IT, MUST WORK TOGETHER TO SOLVE ITS PROBLEMS. IF WE DON'T, WE WILL LEAVE THE ARENA OPEN TO THE POLITICIANS AND THE BEAN COUNTERS AND WE WILL PROBABLY NOT BE ABLE TO LIVE WITH THEIR SOLUTIONS. YET, WE'LL BE STUCK WITH THEM.

AND, OF COURSE, THE MOST DAUNTING CHALLENGE CURRENTLY FACING THE AIR TRANSPORTATION INDUSTRY IS TRYING TO FIND MORE SYSTEM CAPACITY. IT'S NOT JUST A PROBLEM IN THE UNITED STATES. A RECENT STUDY SHOWED THAT 16 OF THE 27 MAJOR EUROPEAN AIRPORTS WILL RUN OUT OF CAPACITY BY THE YEAR 2000 UNLESS THE

WE READ IN THE POPULAR PRESS ABOUT HOW WE'VE REACHED GRIDLOCK IN THE AIR. THIS ISN'T TRUE, OF COURSE, AS ANYBODY WHO FLIES REGULARLY FULLY UNDERSTANDS. SURE, WE HAVE SOME SERIOUS CONGESTION PROBLEMS AT SOME MAJOR HUBS, BUT WE ARE NO WHERE NEAR TO APPROACHING GRIDLOCK.

LAST YEAR, MORE THAN 20 U.S. AIRPORTS EXPERIENCED DELAYS IN EXCESS OF 20,000 HOURS, INDICATING SERIOUS CONGESTION. THESE AIRPORTS HANDLED ABOUT 50 PERCENT OF U.S. ENPLANEMENTS. BY THE TURN OF THE CENTURY, MORE THAN 40 AIRPORTS HANDLING 80 PERCENT OF ENPLANEMENTS ARE EXPECTED TO EXCEED 20,000 HOURS OF ANNUAL DELAY, AND THREE AIRPORTS ARE PROJECTED TO EXCEED 50,000 HOURS. AND THIS ASSUMES THAT ALL CURRENTLY PLANNED IMPROVEMENTS AT EXISTING AIRPORTS ARE COMPLETED.

THE OTHER SIDE OF THE COIN IS THAT MANY AIRPORTS ARE UNDERUTILIZED AND HUNGRY FOR BUSINESS. THE FAA'S AIRPORT CAPACITY ENHANCEMENT PLAN IDENTIFIES SOME THREE DOZEN UNDERUTILIZED COMMERCIAL AIRPORTS WITHIN 50 MILES OF MAJOR HUBS THAT COULD PROVIDE CAPACITY RELIEF AT THOSE LOCATIONS.

TAMPA FOR ORLANDO AND FT. LAUDERDALE FOR MIAMI ARE A COUPLE OF EXAMPLES.

INCREASING SYSTEM CAPACITY IS NOT SIMPLE, AND THAT'S WHY WE NEED TO KEEP THOSE WHO DON'T UNDERSTAND THE PROBLEM FROM DICTATING SOLUTIONS. ACTUALLY, THERE ARE THREE ESSENTIAL COMPONENTS OF CAPACITY--AIRPORTS, AIRSPACE AND TECHNOLOGY.

SOME PEOPLE THINK WE COULD SOLVE ALL OUR PROBLEMS BY POURING MORE CONCRETE, BUT THAT'S NOT TRUE EITHER. WE NEED TO LOOK CLOSELY AND SERIOUSLY AT AIRSPACE MANAGEMENT AND TECHNOLOGY IMPROVEMENTS AS WELL. I'LL BE SAYING MORE ABOUT THAT IN A MOMENT.

COMPLICATING THE PROBLEM IS THE ISSUE OF THE ENVIRONMENT, WHICH IS BECOMING, IN MY OPINION, ONE OF THE OVERRIDING ISSUES OF THE 90'S. WE HAVE TO STAY UP WITH THIS ISSUE--NOT JUST BECAUSE IT WILL AFFECT THE WAY WE DO BUSINESS, BUT BECAUSE IT WILL AND DOES AFFECT THE WAY WE LIVE. NO PLACE IS THIS MORE IMPORTANT THAN HERE IN FLORIDA WITH ITS FRAGILE ECOLOGY.

TOO OFTEN, IN THE PAST, WE HAVE ALLOWED THE MOST STRIDENT IN OUR SOCIETY TO CO-OPT THIS ISSUE, DEFINE ITS TERMS AND DIVIDE US INTO NEATLY CATEGORIZED CAMPS. WE WERE TOLD WE WERE EITHER FOR THE ENVIRONMENT OR FOR GROWTH AND BUSINESS. THERE WAS NO MIDDLE GROUND. WELL, I THINK THERE IS A MIDDLE GROUND, AND I THINK WE WHO ARE IN THE BUSINESS OF PROMOTING AVIATION MUST BE ACTIVELY CONCERNED ABOUT THE ENVIRONMENT. LET'S NOT FORGET--WE LIVE AND DO BUSINESS ON THIS PLANET, TOO.

WE ALSO MUST REALIZE THAT INCREASING SYSTEM CAPACITY IS NOT JUST A MATTER OF FINDING MORE ROOM FOR THE SCHEDULED AIR CARRIERS. WE MUST ACCOMMODATE THE NEEDS OF GENERAL AVIATION AS WELL. GENERAL AVIATION IS A MAJOR PLAYER IN OUR AIR TRANSPORTATION SYSTEM, ESPECIALLY HERE IN FLORIDA AND MUST BE

ON THE SUBJECT OF GENERAL AVIATION, IF YOU HAVEN'T HAD A CHANCE TO VISIT AN AIR SHOW, I RECOMMEND THAT YOU TAKE THE OPPORTUNITY TO VISIT ONE. THE SUN N' FUN AIR SHOW AT LAKE LAND, FLORIDA, WOULD BE A GOOD PLACE TO START AND SEE FIRST HAND WHAT I'M TALKING ABOUT. I SEE THE ACTIVITY AND CREATIVITY AT PLACES LIKE LAKE LAND AND OSHKOSH AS VITAL TO THE FUTURE OF AVIATION. THERE IS THE SEEDBED FOR FUTURE PILOTS, AIRCRAFT MANUFACTURERS, AND AIRPORT MANAGERS.

IF WE DON'T NURTURE THAT ASPECT OF AVIATION, I THINK WE WILL BE MAKING A BIG MISTAKE AND JEOPARDIZING THE VITALITY AND CREATIVITY THAT HAS MADE THE U.S. THE LEADER IN AVIATION AROUND THE WORLD.

AND, LET ME TELL YOU, ACCESS TO THE SYSTEM IS A MAJOR CONCERN OF GENERAL AVIATION. EARLIER THIS YEAR, WHEN GENERAL AVIATION LEADERS WERE POLLED BY BUSINESS & COMMERCIAL AVIATION MAGAZINE, THEY IDENTIFIED "AIRPORT AND AIRWAY ACCESS" AS THEIR NUMBER ONE CONCERN FOR THE 1990'S. SO, WE NEED TO KEEP THIS IN MIND IN PLANNING FUTURE SYSTEMS.

NOW LET ME TURN TO EACH OF THREE ELEMENTS OF CAPACITY I MENTIONED AT THE OUTSET.

AS FAR AS AIRPORT DEVELOPMENT IS CONCERNED, THE FEDERAL GOVERNMENT HAS BEEN INVOLVED IN FINANCING AIRPORT DEVELOPMENT SINCE THE END OF WORLD WAR II. ALTHOUGH THE MONEY AVAILABLE FOR THIS PURPOSE HAS INCREASED STEADILY OVER THE YEARS, ONE THING HAS REMAINED CONSTANT--THERE'S NEVER ENOUGH TO GO AROUND. THE SHORTFALL CURRENTLY RUNS ABOUT ONE BILLION DOLLARS A YEAR, EVEN IF YOU FIGURE IN THE REVENUE FROM AIRPORT BONDS. THAT MEANS A LOT OF WORTHY PROJECTS JUST AREN'T GETTING FUNDED.

THAT'S WHY THE ADMINISTRATION HAS PROPOSED THE PASSENGER FACILITY CHARGE, OR PFC, AS PART OF THE REAUTHORIZATION BILL NOW BEFORE CONGRESS. ESTIMATES ARE THAT IT COULD GENERATE ONE BILLION DOLLARS OR MORE A YEAR IN ADDITIONAL REVENUE FOR AIRPORT DEVELOPMENT

ON AUGUST 2, THE HOUSE ACTED FAVORABLY ON THE BILL AND WE WERE HOPING TO WIN SENATE APPROVAL. IN FACT, WE WANTED TO GET LEGISLATION PASSED IN THIS SESSION. WE DON'T WANT TO WAIT UNTIL 1991.

BUT, AT THE MOMENT, IT DOESN'T LOOK LIKE WE WILL SEE ACTION BY THE SENATE THIS SESSION. SENATOR WENDELL FORD, CHAIRMAN OF THE SENATE AVIATION SUBCOMMITTEE, HAS SAID HE WON'T HOLD HEARINGS UNTIL 1991. I DON'T THINK IT'S GETTING TO FAR AFIELD TO SAY HE IS NOT AN ENTHUSIASTIC SUPPORTER OF PFCS.

IN ALL THE RHETORIC AND DEMOGOGUERY SURROUNDING PFCS, IT'S IMPORTANT TO TO KEEP THE FOLLOWING IN MIND WHEN CONSIDERING PFCS.

FIRST, THE TOTAL AMOUNT AVAILABLE FOR DEVELOPMENT AT AN AIRPORT IMPOSING A PFC WILL ALWAYS BE MORE THAN THE AMOUNT AVAILABLE WITHOUT A PFC. THIS IS TRUE EVEN IF AIRPORTS WERE TO FORGO ALL OF THEIR ENTITLEMENTS, WHICH WAS A POSSIBILITY UNDER THE ADMINISTRATION PROPOSAL, BUT NOT THE HOUSE BILL.

SECOND, AIRPORTS OF ALL SIZES WOULD BENEFIT.

LET ME GIVE YOU EXAMPLES OF LARGE, MEDIUM, AND SMALL AIRPORTS IN FLORIDA TO ILLUSTRATE MY POINT. IN THE LARGE AIRPORT CATEGORY, MIAMI INTERNATIONAL, FOR INSTANCE, WOULD RECEIVE OVER \$27 MILLION MORE IN FY 1990 UNDER THE ADMINISTRATION'S PROPOSAL THAN IT WOULD FROM STRAIGHT ENTITLEMENTS. THIS FIGURE IS BASED ON 1988 ENPLANEMENTS AND AN ASSUMPTION OF A \$3 PFC.

BY THE SAME TOKEN, PALM BEACH INTERNATIONAL WOULD GAIN MORE THAN \$4.5 MILLION AND SARASOTA-BRADENTON \$1.3 MILLION BY GOING THE PFC ROUTE.

AND, AS YOU KNOW, THE ENTITLEMENT FUNDS FREED UP BY PFC REVENUES WOULD BE ADDED TO THE DISCRETIONARY FUNDS AVAILABLE FOR PRIORITY WORK AT ALL TYPES OF AIRPORTS. SO, ESSENTIALLY, WE ARE TALKING ABOUT PROVIDING BENEFITS TO INDIVIDUAL AIRPORTS AS WELL AS THE NATIONAL SYSTEM OF AIRPORTS.

I THINK IT'S PRETTY CLEAR THAT WE NEED TO FIND ALTERNATIVE SOURCES OF FUNDING FOR AIRPORT DEVELOPMENT BECAUSE WE CAN'T KEEP GOING TO THE AIP SOURCE TO TAKE CARE OF ALL OUR NEEDS. THE AIP WELL MAY NEVER RUN DRY, BUT IT'S NOT CAPABLE OF SUPPORTING ALL THE PROJECTED NEEDS FOR AIRPORT CAPACITY THROUGH THE 90'S AND INTO THE NEXT CENTURY. IT HASN'T BEEN ABLE TO DO THAT IN THE PAST AND IT WON'T IN THE FUTURE.

WHEN WE TALK ABOUT AIRPORT DEVELOPMENT, MOST PEOPLE THINK ONLY OF MAJOR NEW AIRPORTS LIKE ALLIANCE AIRPORT NEAR FORT WORTH, THE NEW PLANNED AIRPORT AT DENVER OR THE SO-CALLED THIRD AIRPORT FOR CHICAGO. BUT, IN FACT, THERE ARE SOME 70 NEW RUNWAYS OR RUNWAY EXTENSIONS UNDER CONSTRUCTION OR PLANNED AT THE NATION'S LARGEST 100 AIRPORTS INCLUDING HALF A

FOR ADDITIONAL SOURCES OF CAPACITY, WE ARE LOOKING AT A NUMBER OF MILITARY AIRPORTS THAT COULD BE CONVERTED TO CIVIL USE. THE FAA HAS IDENTIFIED A DOZEN WITH CIVIL POTENTIAL--SUCH AS PEASE AFB, IN NEW HAMPSHIRE; NORTON AFB, IN CALIFORNIA, AND CHANUTE AFB, IN ILLINOIS.

FOR THE NEAR TERM, THOUGH, WE THINK THAT TECHNOLOGY AND ENHANCED OPERATING PROCEDURES SHOW THE MOST POTENTIAL BENEFIT BY MAXIMIZING USE OF AVAILABLE RUNWAYS. SINCE ABOUT 65 PERCENT OF ALL DELAYS ARE ATTRIBUTABLE TO WEATHER, SOME SIGNIFICANT CAPACITY GAINS ARE POSSIBLE IF WE CAN REDUCE RUNWAY RESTRICTIONS IN IFR CONDITIONS.

PROBABLY THE BEST KNOWN OF THE CURRENT EFFORTS ARE THE DEMONSTRATION PROGRAMS AT THE RALEIGH-DURHAM AND MEMPHIS AIRPORTS. THE OBJECTIVE IN EACH IS TO DETERMINE IF SIMULTANEOUS INDEPENDENT IFR APPROACHES ARE SAFE AND PRACTICAL ON PARALLEL RUNWAYS THAT DON'T MEET THE EXISTING 4,300-FOOT SEPARATION CRITERIA.

THE KEY HERE IS THE USE OF QUICK-SCAN RADARS COUPLED WITH PRECISION MONITORS WHICH PROVIDE CONTROLLERS WITH FAST UPDATES ON THE POSITIONS OF APPROACHING AIRCRAFTS. CONTROLLERS CAN THEN SAFELY REDUCE SEPARATIONS AND THUS INCREASE CAPACITY.

AS MANY AS 28 AIRPORTS WITH EXISTING OR PLANNED PARALLEL RUNWAYS WITH SEPARATION BETWEEN RUNWAYS RANGING FROM 3,000 TO 4,300 FEET COULD BENEFIT FROM USE OF THE PRECISION RUNWAY MONITORING (PRM) SYSTEM. INCLUDED ARE TWO FLORIDA AIRPORTS--FT. LAUDERDALE AND ORLANDO.

THERE'S ANOTHER PROJECT ABOUT TO GET UNDERWAY AT ST. LOUIS INVOLVING THE USE OF INTERSECTING CONVERGING RUNWAYS IN IFR CONDITIONS. WHAT THIS ENTAILS IS A COMPUTER SOFTWARE PROGRAM THAT WOULD ALLOW CONTROLLERS TO SEQUENCE ARRIVALS TO THE INTERSECTING, CONVERGING RUNWAYS JUST AS IF THEY WERE HANDLING ARRIVALS TO A SINGLE RUNWAY.

CURRENTLY, THERE ARE ABOUT 30 AIRPORTS BEING CONSIDERED FOR THIS SYSTEM, INCLUDING JACKSONVILLE AND MIAMI.

AFTER SEVERAL SETBACKS, WE'RE ALSO MOVING AHEAD WITH THE MICROWAVE LANDING SYSTEM (MLS), WHICH HAS GREAT POTENTIAL FOR INCREASING AIRPORT CAPACITY. BEFORE GIVING A GREEN LIGHT TO FULL PRODUCTION CONTRACTS FOR CATEGORY II/III MLS, WE ARE CONDUCTING AN EVALUATION OF THE ECONOMIC AND OPERATIONAL BENEFITS OF MLS. THERE ARE VARIOUS PROJECTS AS PART OF THIS EVALUATION--NINE IN ALL--INCLUDING STUDIES AND OPERATIONAL DEMONSTRATIONS.

FOR EXAMPLE, WE ARE EVALUATING ADVANCED PROCEDURES IN MULTI-AIRPORT ENVIRONMENTS, SUCH AS NEW YORK. A SIMULATION LAB HAS BEEN ESTABLISHED AT NASA AMES RESEARCH CENTER IN CALIFORNIA, AND THE FIRST SIMULATIONS OF THE NEW YORK AREA AIRPORTS WERE COMPLETED IN MAY 1990. THE PRELIMINARY RESULTS SHOW THAT SIGNIFICANT AIR TRAFFIC BENEFITS CAN BE ACHIEVED, USING ADVANCED MLS PROCEDURES.

ANOTHER PROJECT INVOLVES GENERAL AVIATION AND COMMUTER CAPACITY ENHANCEMENTS. TWO MLS SYSTEMS HAVE BEEN PROCURED FOR RUNWAY 13R AT JFK AND 22L AT CHICAGO MIDWAY. A THIRD IS PLANNED FOR PHILADELPHIA.

TAKEN TOGETHER, THIS PROGRAM IS DESIGNED TO PROVIDE A SOLID BASIS FOR DECISIONS ON FUTURE U.S. PRECISION APPROACH NEEDS. WE ARE CONVINCED THAT MLS HAS ENORMOUS POTENTIAL FOR IMPROVING SYSTEM CAPACITY, BUT WE WANT TO MAKE SURE THAT THE USER COMMUNITY AND THE CONGRESS ALSO SEE THE BENEFITS AND GET ON BOARD AS WELL.

ONE OF THE MORE EXCITING NEW AIRCRAFT CONCEPTS IS THE TILTROTOR. WE SEE HELIPORTS AND VERTIPOINTS HAVING AN IMPORTANT ROLE TO PLAY IN PREVENTING AND RELIEVING COSTLY AIR SYSTEM CONGESTION.

SO, WE HAVE ISSUED A SERIES OF PLANNING GRANTS THAT WILL HELP DETERMINE THE REQUIREMENTS FOR FUTURE DEVELOPMENT OF HELIPORTS AND VERTIPORTS IN WASHINGTON, D.C., THE NEW YORK CITY REGIONAL AREA, MIAMI, PUERTO RICO, AS WELL AS NUMBER OF OTHER LOCATIONS AROUND THE COUNTRY.

OF COURSE, THE PRIMARY RESPONSIBILITY FOR DEVELOPING, MANUFACTURING, AND SELLING A CIVIL TILTROTOR AIRCRAFT FOR COMMERCIAL USE WOULD REMAIN WITH PRIVATE INDUSTRY. BUT THAT DOESN'T MEAN WE CAN'T AND AREN'T HELPING OUT WITH GRANTS AND OTHER WAYS SUCH AS PUBLISHING A VERTIPORT DESIGN ADVISORY CIRCULAR. THIS GUIDE HAS BEEN DRAFTED AND WILL BE PUBLISHED IN THE VERY NEAR FUTURE.

FAA'S OWN ADVANCED AUTOMATION SYSTEM--OR AAS, AS WE REFER TO IT--PROMISES TO OFFER SIGNIFICANT HELP WITH SYSTEM CAPACITY BY ALLOWING CONTROLLERS TO HANDLE LARGER TRAFFIC VOLUMES WITH EVEN GREATER SAFETY AND EFFICIENCY. AAS WILL BE FULLY COMPATIBLE WITH SATELLITE TECHNOLOGY LIKE THE GLOBAL POSITIONING SYSTEM NOW BEING LIFTED INTO ORBIT. ALL 24 SATELLITES IN THE GPS NETWORK ARE SCHEDULED TO BE FLYING BY 1993.

SATELLITES WILL OPEN A WHOLE NEW WORLD OF EXCITING POSSIBILITIES FOR AVIATION BY FREEING OPERATORS FROM THE TRADITIONAL DEPENDENCE ON GROUND-BASED SYSTEMS. EVENTUALLY, WE MAY ALSO BE ABLE TO USE SATELLITE TECHNOLOGY FOR A HIGHLY RELIABLE, WORLDWIDE NAVIGATION SYSTEM THAT CAN BE INTEGRATED WITH THE MLS FOR AN ALL-WEATHER PRECISION APPROACH AND LANDING SYSTEM.

IN ADDITION TO THE CHANGES IN THE SYSTEM I'VE JUST TALKED ABOUT, WE'RE DOING THINGS INSIDE THE AGENCY WHICH WE HOPE WILL MAKE A DIFFERENCE. FOR EXAMPLE, WE HAVE REALIGNED THE AGENCY'S PROCUREMENT SYSTEM TO DEAL MORE EFFICIENTLY WITH THE PROJECTED SPENDING INCREASES WE ARE ASKING FOR IN THE REAUTHORIZATION PROPOSAL. AND WE NOW HAVE A EXECUTIVE DIRECTOR, REPORTING DIRECTLY TO THE ADMINISTRATOR, WHO WILL BE OVERSEEING THE UPGRADED PROCUREMENT EFFORT.

THIS IS A MAJOR COMPONENT IN THE WHOLE PROCESS. UP UNTIL THIS CHANGE WAS MADE, THE FAA WAS SADDLED WITH A CUMBERSOME PROCUREMENT SYSTEM THAT WAS ESTABLISHED AT A TIME WHEN FAA'S FACILITIES AND EQUIPMENT BUDGET, FOR EXAMPLE, WAS MEASURED IN MILLIONS AND NOT THE BILLIONS WE ARE DEALING WITH

STILL, NO MATTER HOW SOLID OUR PLANNING EFFORTS AND INTERNAL REFORMS, THE KEY TO THE SUCCESS OF THIS ENTERPRISE IS STRONG LEADERSHIP AND ESPECIALLY CONTINUITY OF LEADERSHIP DURING THE IMPLEMENTATION STAGES. THAT'S AN AREA WHERE FAA HAS SUFFERED IN THE PAST. SOMEONE STARTS A PROGRAM AND SUDDENLY HE IS GONE IN 18 MONTHS TO TWO YEARS AND SOMEONE ELSE TAKES OVER WITH A DIFFERENT VISION OF WHERE THE FAA SHOULD BE HEADED.

THE PROBLEM IS THAT YOU CANNOT EASILY TURN AROUND AN AGENCY THE SIZE OF FAA, WITH ITS 51,000 EMPLOYEES AND NINE REGIONAL ORGANIZATIONS. ONCE YOU GET IT HEADED IN THE RIGHT DIRECTION, YOU CAN MAKE COURSE CHANGES AS NECESSARY, BUT THAT'S ABOUT ALL. SO, THAT'S WHY IT'S NECESSARY FOR THE LEADERSHIP AT THE TOP TO STICK AROUND FOR AWHILE AND NOT JUST

THIS IS EXACTLY WHAT JIM BUSEY AND I ARE COMMITTED TO DO--SEE THIS THING THROUGH.

THIS IS IMPORTANT FOR YOU IN TERMS OF DELIVERY OF FAA PROGRAMS, AND IT'S IMPORTANT FOR FAA'S OWN EMPLOYEES WHO BADLY NEED CONTINUITY AND DIRECTION AND A SENSE OF ACCOMPLISHMENT.

AIRPORTS, AS YOU KNOW, ARE ONLY ONE OF THE RESPONSIBILITIES WE HAVE. WE ALSO RUN AN AIR TRAFFIC CONTROL SYSTEM, CERTIFY AIRCRAFT AND AIRMEN, AND HANDLE AVIATION SECURITY. IT'S A FULL PLATE AND AN ENORMOUS CHALLENGE.

LET ME TELL YOU, I HAVE BEEN WITH THE FAA FOR TEN MONTHS, AND I HAVE YET TO MEET A BUREAUCRAT. THE EMPLOYEES I HAVE MET--AND I GET AROUND THE SYSTEM QUITE A BIT--ARE HARD WORKING, INTELLIGENT, DEDICATED PEOPLE.

HOWEVER, I HAVE MET AND GRAPPLED WITH THE BUREAUCRACY. IT IS REAL, VERY LARGE, FAR FLUNG AND FRUSTRATING FOR THE PEOPLE WHO WORK FOR IT AND WITH IT.

AS I SEE MY JOB, THEN, IT'S TO CUT THROUGH SOME OF THE RED TAPE AND PETTY RESTRICTIONS THAT ADVERSELY AFFECT BOTH EMPLOYEE EFFECTIVENESS AND MORALE. TO BORROW THE ARMY'S RECRUITING SLOGAN, I WANT TO HELP OUR PEOPLE BECOME THE BEST THEY CAN BE--THAT IS, TRUE PUBLIC SERVANTS IN THE BEST SENSE OF THE TERM.

SO, I AM SOMETHING OF AN OPTIMIST WHERE THE FUTURE IS CONCERNED. WE HAVE THE LEADERSHIP, THE PEOPLE, THE NEEDED COMMITMENT AND--WITH THE CONTINUING SUPPORT OF THE CONGRESS--THE FINANCIAL RESOURCES WE NEED TO DO OUR JOBS. WHEN THE FUTURE DOES GET HERE, WE'RE GOING TO BE READY FOR IT.

REMARKS BY ADMIRAL JAMES B. BUSEY
FAA ADMINISTRATOR
BEFORE THE ATLANTA AERO CLUB
ATLANTA, GEORGIA
AUGUST 16, 1990

Thank you very much. It's a pleasure to be with you today.

I've been the head of the FAA for a little over a year. I haven't counted, but I must have made at least 60 speeches since I took this job. That's not a boast. And it's not a complaint. I enjoy meeting people who have an interest in aviation.

But, aside from the enjoyment, I have another reason for putting so much time and energy into talking to people around the country.

American aviation faces a tremendous challenge in the years ahead. It's a challenge that can't be ignored. And I believe that one of my major responsibilities is to define the challenge, to create greater public awareness of what must be done, and to help people understand their role in keeping America's air transport system the best in the world.

The challenge we face is too big and too complex to be solved by the FAA alone. It requires commitment and action, not just by the FAA, but by individuals, citizen groups, private industry, and by our local, state, and national governments.

In my view, we won't get the action we need if people across the country fail to understand the nature of the challenge and what we must do to meet it. So that's why I welcome the opportunity to be with you folks today.

I realize that some of you might think I'm preaching to the choir. After all, the members of the Atlanta Aero Club obviously don't need to be converted to the cause. I understand that, and I'm not going to try to sell you anything today. But I do want to review with you the things we've got to do to get our air system in shape for the future.

I want to make sure we're all moving in the right direction. We don't need people like the medieval knight who returned to the castle with dented armor, bloody face, and a crippled horse.

When the Lord of the castle asked what happened, the knight said he'd been out robbing and pillaging the Lord's enemies in the West.

"But I don't have any enemies in the West," the Lord replied.

"Oh," said the knight. "Well, I think you do now."

So I want to make sure we're all pulling in the right direction.

First, then, what is this challenge we face? To put it simply, we are challenged to increase our air transport system's capacity to handle rising demand.

Unfortunately, we haven't done that in recent years. America's transportation infrastructure is decaying.

Consider just one example: We haven't opened a major new airport since 1974, even though the number of air passengers has doubled in that time. That's a record that my boss, Sam Skinner, called a "national embarrassment."

We'll have close to a half-billion passengers this year. By the turn of the century, we'll have close to 800 million. A few years later, we'll be approaching a billion -- double what we've got today. And of course the number of flights and planes in the air will also increase -- by at least 50 percent.

What does this mean? Well, without additional capacity in the system, it means increasing congestion and delay -- very costly congestion and delay.

Twenty of our major airports are already seriously congested. Chicago O'Hare leads the nation, with more than 100,000 hours of delay a year. But following close behind are Dallas/Fort Worth and your own Hartsfield, with more than 75,000 hours a year.

And things aren't going to get easier. Hartsfield can expect a 45 percent increase in passengers and a 25 percent increase in aircraft operations over the next 15 years.

In fact, the volume of activity is rising so fast here that we expect Hartsfield to join O'Hare at the top of the congestion list in just seven years. That will surely happen, if there are no major additions to capacity.

Make no mistake, the rapid growth in demand throughout the nation could make today's airport congestion seem like the good old days.

If that happens, the cost of congestion will skyrocket. One estimate puts the price of delays for our airlines and passengers at five billion dollars a year -- enough to build a new jetport every year.

But that estimate is too conservative. It doesn't include the cost of deals that weren't closed, products that weren't sold, and goods that didn't get to destination on time. It doesn't include the cost of lost opportunities, lost jobs, and lost income.

So we're spending a lot more than five billion dollars on delays. And we'll spend more in the future.

We've got the best air transport system in the world. It gives our businesses and industries a competitive edge that often makes the difference between failure and success in rough and tough world markets. And I would remind you that just about every market today is a world market.

But as traffic volume rises and congestion becomes more common, air fares and the cost of transportation will increase -- and that will weaken our competitive strength in these tough international markets.

So we have to move, and move fast.

We must put a ceiling on the cost of congestion and delay. The only way to do that will be to increase the efficiency and capacity of both our air traffic control system and our major airports.

It'll take a lot of work, of course. As Will Rogers said: "Even if you're on the right track, you'll get run over if you just sit there."

Well, we're not sitting. We're moving fast and investing billions of dollars to modernize the air control system. Most of that effort and money is going into highly advanced technology -- far more than I have time to describe today.

But let me hit some of the highlights:

- * Over the next few years, we'll take a giant step forward in our air traffic control operations when we install a vast new computer system that will be the largest real-time, computer-controlled system ever developed. It will give us the power to eventually automate virtually all of our traffic control operations across the country.

- * Right now we're beginning to get a major payoff in higher efficiency and safety from sophisticated new radar systems that are giving our controllers far more accurate traffic and weather information.
- * And we're improving our communications in a variety of ways, including the installation of a new technology that will automatically transmit data in digital form directly between FAA control facilities and aircraft, without time-consuming radio conversations.
- * In the skies, we're making flying safer by requiring airborne collision avoidance systems that will soon be in general use in our airliners.
- * And, in the mid-1990s, we'll be raising airport traffic capacity with microwave landing systems at our major airports.
- * Looking to the next century, we're taking the first steps toward a satellite navigation and communications system that will initially give us greater safety and efficiency in flying over oceans and remote areas -- and that may eventually be used as the basis of a worldwide air control system.
- * We're even working on promising new technology that will increase reliability and safety by giving pilots a "picture" of the runway in bad weather when there is zero-zero visibility. They will be able to land in conditions that today mean either a delay or a diversion to another airport.

I could go on for the rest of the day describing well over a hundred major modernization projects that will literally transform our air traffic control system over the next five or ten years. We are revolutionizing things around the FAA. And the payoff will be far greater safety and capacity throughout the system.

Of course, we're also working hard to streamline our air control operations to speed the flow of traffic both enroute and in high-traffic terminal areas. We've completed major improvements along the East Coast and in the Los Angeles region, and we're going to do the same in other parts of the country.

But technology, no matter how advanced, won't do the whole job. The other side of the capacity equation is our airport system.

Air transportation is like a telephone network, in which airports serve as the switching points. What happens at one airport can affect operations at airports thousands of miles away. Delays at a major hub can ripple out through the system causing delays across the country.

So airports are part of the challenge we face. If we want greater system capacity, then we've got to build greater airport capacity. It's just that simple.

One way to do that will be to use existing airports more efficiently. And that's why we're developing computer automation programs to speed the flow of traffic into and out of major airports, both on the ground and in the air. And we're also looking at enhanced radar technology that shows promise of increasing the landing rates on parallel runways.

But new technology and systems will take us only so far. They aren't the whole answer. We still need better airports and we need more airports.

And this is where all of you come in. Ours is a national system in every sense of the word, but it's run on a partnership basis.

The FAA builds and operates the air control system. But we don't build or run airports. We help plan them, and we help finance them. But the crucial decisions to build or not to build are made on the state and local level.

Believe me, what you folks in the Atlanta region decide to do -- or not to do -- with your airports will have tremendous impact across the nation.

When I look at the record, it's obvious that you understand the importance of aviation. Transportation has always been important here. Atlanta was founded to serve a transportation need, and it's held a leadership position ever since. And you've kept that tradition going right on into the Air Age.

You've got the second busiest airport in the world. You've got the largest passenger terminal building in the world, which I understand was constructed during Maynard Jackson's first term as Mayor. I'm told he brought it in on time and under budget.

With that kind of record, I wonder if he'd consider moving to Washington?

I'm also impressed by the fact that Atlanta has looked to the future and land-banked two large sites for a second airport. I don't know of another city anywhere that has done that. That's what leadership and a sense of direction will do for you.

Right now, of course, your challenge is to increase Hartsfield's capacity. As you probably know, the FAA sponsored a capacity enhancement task force that took a look at current and future demand and developed a coordinated action plan for reducing airport delay. The task force was made up of people from airport management, the FAA, system users, industry groups, and others.

Among a number of needed improvements, the task force recommended a new runway for commuter operations. To minimize the noise impact, this new runway would be used only for arrivals.

Even so, since commuter operations amount to 20 percent of the airport's total operations, the new runway would really help relieve the pressure on the four main runways. And that's why the FAA strongly endorses the proposal.

We're also in favor of a second large airport for the region. While Hartsfield will remain the primary airport, we believe a second airport for commercial carriers will eventually be necessary to take care of future growth.

The decisions on both of these proposals will, of course, be taken here locally. If Atlanta is to keep its lead, the drive and direction really must come from all of you folks.

In my view, transportation needs will be met. Atlanta is the envy of the whole Southeast. I'm sure that other airports and other cities would love to draw away some of your aviation business. So you're going to have to run just to stay in the same place.

In the final analysis, the construction of a fifth runway and a second large airport will depend upon whether a community consensus can be created.

As you know, a lot of people don't give a hoot about airports. Others care a lot about them -- but in the wrong way. They oppose any improvement because they feel that will mean more pollution, more road congestion, and more noise.

Aircraft noise and its impact on the people who live near airports is a major problem everywhere.

In instance after instance around the country, people are advocating unreasonable and arbitrary noise restrictions on aircraft operations. And they've been very successful.

Over 400 airports have some kind of operational restrictions because of noise.

I'm concerned about these restrictions, because they can seriously affect interstate commerce and our national economy. Operational restrictions can undermine the overall efficiency of our entire air commerce system.

Over the past eight years, the FAA has spent nearly three-quarters of a billion dollars on the airport noise problem. And we'll continue to spend millions every year.

But there ought to be a better way. And that's why we need a national noise policy. In my view, that's the only way we're going to solve the problem.

I'm sure we can find the answers. But finding those answers is not just a federal responsibility. The FAA cannot and should not develop that policy by itself. Everyone has to come to the table -- the aviation industry, local community groups, airport operators, the airlines, and local and federal government.

We've all got a piece of the action, and we've all got to work together. That's the only way we can develop the consensus that would make the policy a success.

We can't wait. By putting a brake on airport development, the noise problem can severely effect our efforts to increase the capacity of the system. So one of my goals is to help build that consensus as soon as possible.

Surely the time has come to handle the issue in a way that considers both local and national needs.

Hartsfield has a great record on noise. It has spent more money on noise abatement projects than any other airport in the country. But the problem still exists and it must be considered whenever airport improvements are being planned.

I said earlier that you all have a role to play. I meant that you can join us in helping to modernize our air commerce system.

If you understand the economic benefits of a modern airport -- if you agree that airports don't just make noise and traffic congestion, that they create jobs and opportunity -- then I would urge you to make yourself heard in public discussions and the political arena, where airport decisions are made.

If you want to build support for airport improvements, then you must speak for airport development as forcefully as others speak against it.

Sensitive environmental issues can be resolved -- first by using the new technology of quieter aircraft; secondly by setting up efficient, safe and quieter flight paths to and from airports -- and thirdly by creating greater public understanding of the vital role airports play in our economic life.

The facts are on our side. The benefits of aviation are too real, too tangible, and too great to be denied.

And I'm not talking here of the benefits to the nation, which of course are substantial. I'm talking about the benefits to the local community.

Hartsfield is the largest employer in the state, providing 38,000 jobs and nearly eight billion dollars worth of direct and indirect economic benefits to the region.

When you add that to the employment and economic benefits from the region's 21 other airports, it begins to add up to impressive totals.

So what I'm saying is you've got a good story to tell. Go out and tell it. Don't sit back and let the people who are against aviation speak louder than you do. You could lose the game by default. Get out there yourselves and build the kind of understanding and support you're going to need to keep the Atlanta region on top in aviation.

We'll join you, as partners in that effort. And I promise that the FAA will provide all the support within its means to help make Hartsfield and all of the airports in this region efficient and successful in the years ahead.

It's been a pleasure being with you today.

Thank you.

ADMIRAL JAMES B. BUSEY
ADMINISTRATOR
FEDERAL AVIATION ADMINISTRATION
WASHINGTON, D. C.

REMARKS TO THE HEADQUARTERS
1990 YOUTH AVIATION CAREER ACADEMY
AUGUST 20, 1990

- GOOD MORNING TO YOU ALL....AND A BIG WELCOME TO THE
FIRST HEADQUARTERS CLASS OF THE YOUTH AVIATION CAREER
ACADEMY.

- IT IS A SPECIAL PLEASURE FOR ME TO BE WITH YOU TODAY....TO
WELCOME YOU TO THE FEDERAL AVIATION ADMINISTRATION
HEADQUARTERS....

- THE FAA HAS A RICH HISTORY IN AVIATION EDUCATION, AND I
BELIEVE THAT THIS PROGRAM REPRESENTS ANOTHER MAGNIFICENT
CHAPTER IN THIS HISTORY.

- YOU YOUNG PEOPLE ARE THE FUTURE OF OUR NATIONAL AIR TRANSPORTATION SYSTEM. YOU ARE THE YOUNG PEOPLE WHO WILL DESIGN, BUILD, MANAGE, AND OPERATE THE AIRCRAFT AND AIR TRAFFIC CONTROL SYSTEMS OF AMERICA IN THE FUTURE.

- AT THE END OF THIS WEEK, YOU WILL HAVE A BETTER UNDERSTANDING OF THE MANY CAREERS IN AVIATION AND THE TOTAL IMPACT OF AVIATION IN OUR SOCIETY.

- THIS YEAR WE HELD YOUTH ACADEMIES IN FIVE LOCATIONS. OUR OBJECTIVE IS TO DEVELOP A YOUTH AVIATION ACADEMY IN EVERY STATE, STAFFED WITH KNOWLEDGEABLE VOLUNTEERS, AND ENJOYING WIDE PUBLIC AND AVIATION COMMUNITY SUPPORT.

- LET ME CONCLUDE BY SAYING THAT WE AT FAA ARE VERY PLEASED TO HAVE YOU HERE TO PARTICIPATE IN THIS VERY SPECIAL PROGRAM.

SUGGESTIONS:

- TELL THEM ABOUT YOUR AVIATION CAREER.
- Q&As

- NOW, IT IS MY PLEASURE TO INTRODUCE JUDGE ROBERT T. S. COLBY. THE YOUTH AVIATION CAREER EDUCATION ACADEMY IS HIS BRAINCHILD. WE ARE ESPECIALLY GRATEFUL TO JUDGE COLBY FOR HIS VISION AND PERSONAL DEDICATION TO AVIATION EDUCATION.

REMARKS BY FAA ADMINISTRATOR
JAMES B. BUSEY
SEMINAR ON COMPLIANCE & ENFORCEMENT
PITTSBURGH, PENNSYLVANIA
AUGUST 21, 1990

I AM PLEASED TO PARTICIPATE IN THIS SEMINAR. IT GIVES ME A CHANCE TO PRESENT MY VIEWS--IN PERSON--ON THE REVISED COMPLIANCE AND ENFORCEMENT PROGRAM THAT WAS ANNOUNCED BACK IN MARCH.

IT IS IMPORTANT THAT WE ARE HAVING THESE SESSIONS AROUND THE COUNTRY. THEY GIVE US THE OPPORTUNITY TO PROVIDE YOU THE LATEST INFORMATION AND GUIDANCE ON THIS PROGRAM.

JUST AS IMPORTANT, THOUGH, THEY PROVIDE YOU THE OPPORTUNITY TO TELL US IN WASHINGTON WHAT THE ISSUES AND PROBLEMS YOU ARE DEALING WITH OUT THERE. AND THIS IS VITAL BECAUSE, AFTER ALL, YOU ARE THE KEY PLAYERS IN THE IMPLEMENTATION OF THIS NEW POLICY.

AND WHEN I SAY "YOU," I MEAN YOU WHO REPRESENT THE FLIGHT STANDARDS INSPECTORS, ACCIDENT PREVENTION SPECIALISTS, SECURITY INSPECTORS, AVIATION MEDICINE PERSONNEL, ATTORNEYS, AND AIRPORT INSPECTORS.

SO, I WANT TO THANK WAYNE BARLOW AND TONY BRODERICK FOR PUTTING ON THESE SEMINARS. THEY ARE GOING TO HELP PULL US ALL TOGETHER AND MAKE THIS TRANSITION TO THE NEW POLICY AS SMOOTH AS POSSIBLE.

BEFORE WE GET INTO THE PARTICULARS OF YOUR ROLES AS MANAGERS OF THE PERSONNEL INVOLVED IN IMPLEMENTING THIS POLICY CHANGE, I WANT YOU TO KNOW WHY WE HAVE MADE THE CHANGE IN THE FIRST PLACE.

IT WAS NOT BECAUSE I FELT SAFETY AND SECURITY HAD DETERIORATED UNDER THE OLD POLICY.

NOR SHOULD THE CHANGE BE INTERPRETED AS A NEGATIVE REFLECTION ON THE WAY YOUR INSPECTORS AND ATTORNEYS HAVE BEEN DOING THEIR JOBS IN THE REGIONS AND IN THE FIELD.

IN FACT, I THINK YOU AND THEY HAVE DONE A SUPERB JOB WITH THE MARCHING ORDERS YOU HAD. AND THE SAFETY RECORD CLEARLY SHOWS THAT.

SO, WE ARE NOT TALKING ABOUT MOVING FROM A POOR SAFETY COMPLIANCE AND ENFORCEMENT PROGRAM TO A GOOD ONE. WE ARE TALKING ABOUT SEIZING AN OPPORTUNITY TO FURTHER ENHANCE COMPLIANCE AND THEREFORE SAFETY.

IN A REAL SENSE, WE ARE NOT INTRODUCING ANYTHING NEW AT ALL. WE ARE REALLY GETTING "BACK TO BASICS."

VOLUNTARY COMPLIANCE HAS ALWAYS BEEN THE LINCHPIN OF AVIATION SAFETY IN THIS COUNTRY. IT HAS BEEN THIS WAY FROM THE VERY BEGINNING--DATING BACK TO THE 1926 LEGISLATION THAT FIRST GOT FAA'S PREDECESSOR AGENCY INVOLVED IN REGULATING AIR SAFETY.

THE FRAMERS OF THE LEGISLATION UNDERSTOOD THAT THE WILLINGNESS OF PILOTS AND OTHERS TO FOLLOW THE RULES WOULD BE ESSENTIAL TO THE PROMOTION OF AVIATION SAFETY.

THERE1REALLY IS NO ALTERNATE, WHEN YOU THINK ABOUT IT. THE RESPONSIBILITY FOR ENSURING AVIATION SAFETY IS JUST TOO BIG FOR A SINGLE FEDERAL AGENCY OR ANY SINGLE GROUP, FOR THAT MATTER. SO, IT JUST MAKES PLAIN COMMON SENSE TO DO IT THIS WAY.

AS I HAVE SAID BEFORE, THE FAA, WITH ITS SMALL CORPS OF INSPECTORS, CANNOT POLICE EVERY ASPECT OF THE INDUSTRY, CANNOT CRAWL THROUGH THE BELLY OF EVERY AIRCRAFT, LOOK OVER THE SHOULDER OF EVERY PILOT, OR PERSONALLY SCREEN EVERY PASSENGER AND PIECE OF LUGGAGE THAT FLIES IN THE SYSTEM.

THE GOVERNMENT AND ALL COMPONENTS OF THE INDUSTRY MUST WORK TOGETHER TO GET THE JOB DONE, AND THE MORE EFFECTIVELY WE WORK TOGETHER, THE BETTER JOB WE WILL DO.

FOR SOME 60 YEARS OF AVIATION, THIS PRINCIPLE OF SHARE RESPONSIBILITY HAS SERVED THIS COUNTRY WELL, PRODUCING THE SAFEST AND MOST EFFICIENT AVIATION SYSTEM IN THE WORLD. BUT, IN THE LAST FEW YEARS, WE HAVE GOTTEN AWAY FROM THIS APPROACH AND ALL I WANT TO DO IS TURN US AROUND AND GET US HEADED BACK IN THE RIGHT DIRECTION.

WHEN I FIRST JOINED FAA SOME THIRTEEN MONTHS AGO, I MADE A SPECIAL EFFORT TO TALK TO A LOT OF PEOPLE IN AVIATION. JUST ABOUT EVERY MAJOR GENERAL AVIATION USER GROUP AND COUNTLESS INDIVIDUALS I TALKED TO BROUGHT UP THE SUBJECT OF ENFORCEMENT. THEY ESSENTIALLY FELT THEY WERE BEING TREATED UNFAIRLY BY THE FAA.

I BECAME CONCERNED ABOUT THIS BECAUSE THIS COULD SERIOUSLY UNDERMINE THE PARTNERSHIP BETWEEN THE USERS AND THE FAA THAT I REGARD AS SO VITAL TO THE PROMOTION OF AVIATION SAFETY.

SO, I CALLED FOR A TOP-TO-BOTTOM REVIEW OF THE WAY WE DEAL WITH THOSE USER GROUPS. THIS INCLUDED A SERIES OF LISTENING SESSIONS AROUND THE COUNTRY TO GIVE PEOPLE A CHANCE TO TELL US WHAT THEY THOUGHT. MANY OF YOU WERE INVOLVED IN THESE.

THE RESULT OF ALL THIS WAS THE CHANGES IN OUR ENFORCEMENT POLICY THAT I ANNOUNCED--FIRST, TO THE GENERAL AVIATION COMMUNITY, IN EARLY MARCH, AND THE THE COMMERCIAL SECTOR LATER THAT SAME MONTH.

AS I TRIED TO MAKE CLEAR AT THE TIME OF THE ANNOUNCEMENTS, WE WILL CONTINUE OUR INSISTENCE ON TOTAL COMPLIANCE WITH THE RULES AND REGULATIONS.

BUT--AS I SAID THAN AND I WANT TO REEMPHASIZE TODAY--TO ACHIEVE TOTAL COMPLIANCE, WE ARE GOING TO STRAT USING ALL THE TOOLS AVAILABLE TO US, NOT JUST ENFORCEMENT .

THESE TOOLS INCLUDE: GOOD COMMUNICATIONS, TRAINING, EDUCATION, COUNSELING--AND, LASTLY, ENFORCEMENT. ENFORCEMENT IS ONLY ONE OF THE MEANS WE HAVE AT OUR DISPOSAL, AND I DON'T REGARD IT NECESSARILY AS THE MOST IMPORTANT.

THE ACCIDENT PREVENTION PROGRAM WILL BE A KEY ELEMENT IN THE IMPLEMENTATION OF THIS NEW POLICY. WE WILL BE LOOKING TO THEM FOR EFFECTIVE REMEDIAL TRAINING PROGRAMS THAT PROMOTE EDUCATION AND KNOWLEDGE OF THE REGULATIONS. WE WANT THE TYPE OF PEOPLE INVOLVED IN THE ACCIDENT PREVENTION PROGRAM WHO ARE WILLING TO MAKE THAT COMMITMENT OF TIME TO EDUCATION AND COUNSELING THAT HELPS DEVELOP BETTER AND SAFER PILOTS.

WE ALSO WANT TO RETURN TO YOUR INSPECTORS ONE OF THE MOST IMPORTANT TOOLS THEY BRING TO THEIR JOBS. AND THAT IS JUDGMENT.

AND WE WANT THEM TO USE IT. IT'S NOT LIKE THE FATHER WHO SAYS TO HIS SON: "SON, YOU'VE GOT A GOOD MIND, AND I AM GOING TO TELL YOU HOW TO USE IT." NO, WE WANT YOU TO BE FREE TO CONSIDER ALL THE FACTS AND CIRCUMSTANCES, INCLUDING MITIGATING FACTORS, WHEN YOU RUN UP AGAINST A VIOLATION.

THE ABILITY TO MAKE JUDGMENTS IS SOMETHING AUTOMATION, NO MATTER HOW SOPHISTICATED IT GETS, WILL NEVER BE ABLE TO PROVIDE. AND IT IS ARGUABLE ONE OF THE MOST IMPORTANT SOURCES OF JOB-SATISFACTION FOR PROFESSIONALS LIKE YOURSELVES.

YOU AND YOUR INSPECTORS ARE THE ONES WHO SHOULD DECIDE WHETHER TO PRESCRIBE REMEDIAL TRAINING, COUNSELING OR OTHER REMEDIES THAT MIGHT BE APPROPRIATE TO THE SITUATION. AND YOU MUST THEREFORE HAVE THE FLEXIBILITY TO FIT THE CORRECTIVE ACTION TO THE SITUATION AT HAND.

AND, YOU AS MANAGERS, CAN HELP INSPECTORS MAKE THIS TRANSITION BY PROVIDING THEM THE PROPER GUIDANCE AND TRAINING.

EFFECTIVE TRAINING IS CRITICAL, OF COURSE, TO DEVELOPING SOUND, INFORMED JUDGMENT, AND WE ARE TAKING A CLOSE LOOK AT OUR TRAINING CURRICULA TO MAKE SURE YOUR INSPECTORS ARE BEING PROPERLY PREPARED FOR THIS RESPONSIBILITY.

WHAT IT ALL COMES DOWN TO IS THAT OUR ATTENTION NEEDS TO BE FOCUSED ON STRENGTHENING THE SYSTEM, AND EVERYBODY IN IT, NOT JUST HANDING OUT TICKETS. WE WANT TO HELP MAKE BETTER PILOTS AND MECHANICS AND GET TO THE BOTTOM OF WHY THEY HAVE VIOLATED A REGULATION, NOT JUST PUNISH THEM BECAUSE THEY HAVE.

THE WHOLE POINT IS TO BE "STRONG," NOT TO BE "TOUGH." AND THERE'S A WORLD OF DIFFERENCE BETWEEN THE TWO, AS EFFECTIVE MANAGERS, REGULATORS, AND EVEN PARENTS UNDERSTAND INTUITIVELY.

AND THE KEY TO BUILDING THIS STRENGTH SYSTEMICALLY, UP AND DOWN THE LINE, IN MY JUDGMENT, IS VOLUNTARY COMPLIANCE.

THAT'S WHY I AM URGING THE SELF-AUDIT CONCEPT FOR COMMERCIAL AVIATION WHERE THE POTENTIAL SAFETY PAYOFFS ARE THE GREATEST. KEEP IN MIND, THIS IS A SECTOR OF THE INDUSTRY WHOSE ACTIVITIES WILL INVOLVE SOME 480 MILLION PASSENGER ENPLANEMENTS THIS YEAR AND A BILLION ENPLANEMENTS BEFORE THE YEAR 2010.

IN THE LATE 1980'S, THE FAA BEGAN TO ENCOURAGE THE AIRLINES TO CONDUCT THEIR OWN INTERNAL AUDITS. WE REASONED THAT BY ENCOURAGING AIRLINES TO CONDUCT SELF-EXAMINATIONS AND FIND REPORT PROBLEM AREAS--WE WERE, IN EFFECT, EXPONENTIALLY INCREASING SURVEILLANCE AND COMPLIANCE.

THIS WAS A GOOD START. BUT, AFTER THIS AUSPICIOUS BEGINNING, THE PROGRAM HAS FALTERED. SOME CARRIERS EXPRESSED CONCERN THAT THE FAA PROCEEDED WITH ENFORCEMENT ACTIONS EVEN WHEN THE CARRIERS' OWN AUDIT TEAMS, NOT FAA INPSECTORS, DETECTED VIOLATIONS. AS A RESULT--NOT SURPRISINGLY--REPORTING NEVER BECAME WIDESPREAD.

THIS IS A MAJOR CONCERN TO ME BECAUSE IT DEPRIVES US OF TWO MAJOR OPPORTUNITIES TO ENHANCE COMPLIANCE AND SAFETY.

FIRST, WE DON'T KNOW WHAT PRIORITY, IF ANY, THE CARRIERS ARE ASSIGNING TO INTERNAL AUDITS.

SECOND, THE FAA LOSES A POTENTIALLY VALUABLE SOURCE OF INFORMATION ON TRENDS AND COMMON PROBLEM AREAS WITHIN THE INDUSTRY. THIS SOURCE HAS THE POTENTIAL TO IDENTIFY PROBLEMS THAT MAY BE SYSTEMIC AMONG ALL CARRIERS.

I FELT THAT WE COULD NOT ALLOW THE RIFT BETWEEN THE FAA AND THE INDUSTRY TO WIDEN. SO, IN LATE MARCH, AS YOU KNOW, I ANNOUNCED A MAJOR CHANGE IN FAA'S ENFORCEMENT POLICY TO HELP REVITALIZE A SPIRIT OF COOPERATION BETWEEN FAA AND COMMERCIAL AVIATION.

YOU HAVE HEARD THE CHANGE DESCRIBED BEFORE, BUT LET ME STATE IT AGAIN. IT'S QUITE SIMPLE: IF COMMERCIAL OPERATORS DISCOVER INADVERTENT VIOLATIONS, CORRECT THE PROBLEMS, REPORT THEM PROMPTLY TO THE FAA, AND PUT IN PLACE A PERMANENT FIX ACCEPTABLE TO FAA TO MAKE SURE THEY WILL NOT HAPPEN AGAIN, THE FAA WILL NOT PENALIZE THEM. PERIOD.

WHAT I AM TRYING TO DO IS TO ENCOURAGE CARRIERS TO SHIFT THEIR RESOURCES FROM CONTESTING PUNITIVE ENFORCEMENT ACTIONS TO MAKING THEIR OPERATIONS SAFER. THIS WILL ALLOW EACH OF US, FAA AND THE INDUSTRY, TO USE OUR RESOURCES MORE POSITIVELY, INTELLIGENTLY, AND EFFECTIVELY.

THIS INTERNAL EVALUATION IS RIGHT IN LINE WITH THE TOTAL QUALITY MANAGEMENT CONCEPT WE ARE PROMOTING AT FAA-- AND WHICH ALSO IS CATCHING ON IN BUSINESS AND INDUSTRY.

BUT, TO MAKE TQM WORK, EVERYONE MUST BUY INTO THE PROGRAM. AND THAT'S WHAT I AM TRYING TO ACCOMPLISH WITH THIS NEW ENFORCEMENT POLICY--TO GET US ALL INVOLVED. SAFETY IS EVERYBODY'S BUSINESS AND WE ARE ALL IN THIS TOGETHER.

ONE AREA WHERE THE FAA AND THE INDUSTRY NEEDS TO DO A BETTER JOB OF WORKING TOGETHER IS THE DETECTION OF PILOTS WHO VIOLATE ALCOHOL- AND DRUG-RELATED REGULATIONS. WE SIMPLY CANNOT TOLERATE OR PROTECT PILOTS WHO ABUSE DRUGS AND ALCOHOL. THEY ARE JEOPARDIZING PUBLIC SAFETY AND PUBLIC CONFIDENCE IN AVIATION, AND WE MUST REMOVE THEM FROM THE COCKPIT.

AS I POINTED OUT TO YOU AND YOUR INSPECTORS IN MY LETTER OF MID-MARCH, WHENEVER YOU GET A TIP ALLEGING THAT A CREW MEMBER IS VIOLATING OR WILL VIOLATE THE AGENCY'S ALCOHOL- OR DRUG-RELATED REGULATIONS, THEY NEED TO NOTIFY YOU, THEIR SUPERVISORS AND THE APPROPRIATE CERTIFICATE MANAGEMENT OFFICE IMMEDIATELY.

AND, LET ME ASSURE YOU, WHEN THIS INFORMATION IS SPECIFIC ENOUGH TO WARRANT INVESTIGATION, IT MUST BE GIVEN THE HIGHEST PRIORITY. AND I AM COUNTING ON YOU TO MAKE SURE THIS HAPPENS. PART OF THIS PROCESS WILL BE TO PROMPTLY NOTIFY AIRLINE MANAGEMENT OF THE INVESTIGATION AND URGE THEIR ASSISTANCE.

YOU HAVE ALL RECEIVED THE SUMMARY OF PROCEDURES TO BE FOLLOWED IN SUCH CASES, AND YOU WILL BE DISCUSSING THEM IN DETAIL DURING THE COURSE OF THIS SEMINAR. I URGE YOU TO BE SCRUPULOUS ABOUT APPLYING THEM. WHEN WE ARE DEALING WITH ALCOHOL OR DRUG ABUSE, ESPECIALLY INVOLVING COMMERCIAL AIRLINES, THE STAKES IN HUMAN LIVES ARE TOO HIGH NOT TO ACT SWIFTLY AND RESOLUTELY.

AND, I GUARANTEE YOU, YOU NEED NOT WORRY ABOUT RECRIMINATIONS OR NEGATIVE FEEDBACK FROM WITHIN THE FAA IF AN ANONYMOUS TIP YOU REPORT TURNS OUT TO BE GROUNDLESS. I WOULD RATHER HAVE US ERR IN THE DIRECTION OF REPORTING TOO MUCH RATHER THAN FAIL TO REPORT A TIP AND HAVE IT LEAD TO A TRAGEDY.

I KNOW YOU WILL BE DISCUSSING THESE MATTERS FURTHER THIS WEEK. BUT, I JUST WANTED YOU TO HEAR FROM ME FIRST-HAND HOW SERIOUSLY I REGARD THE MATTER OF ALCOHOL- AND DRUG-USE IN AVIATION.

IN CLOSING, I WANT TO THANK YOU FOR ATTENDING THIS SEMINAR.

WE ALL FACE STIFF CHALLENGES IN THE 90'S AND INTO THE NEXT CENTURY. THE NUMBERS ARE INDEED DAUNTING: AS I MENTIONED AT THE OUTSET, WE ARE FORECASTING ALMOST TWICE THE NUMBER OF PASSENGERS IN COMMERCIAL AVIATION BY THE END OF THE DECADE AND ONE BILLION BEFORE THE YEAR 2010.

IN THE FACE OF THIS, OUR CHALLENGE IS TO MAKE SURE THE EXCELLENT U.S. AVIATION SAFETY RECORD THAT HAS BEEN ESTABLISHED IS MAINTAINED, IF NOT IMPROVED. THIS IS NOT A SOLITARY TASK, LIKE THE LEGENDARY DUTCH LAD HOLDING HIS FINGER IN THE DAM TO HOLD BACK DISASTER.

OUR TASK IS TO BUILD A BETTER DAM,
BRICK BY BRICK, AND GET THE WHOLE
COMMUNITY INVOLVED IN THE PROJECT.

THAT'S WHERE OUR STRENGTH LIES AS
WELL AS OUR BEST HOPE OF SUCCESS. I
KNOW WE CAN COUNT ON YOUR SUPPORT, AS
WE HAVE IN THE PAST.

THANK YOU.

0453P press
0228A speech

REMARKS BY ADMIRAL JAMES B. BUSEY
FAA ADMINISTRATOR
TO
THE NATIONAL HISPANIC COALITION OF FAA EMPLOYEES
TACOMA, WASHINGTON
AUGUST 23, 1990

I am pleased to be here with you this evening. You might be interested to know that this is one of the few FAA conferences going on anywhere in the country these days.

The looming budget situation has forced us curtail travel and cancel most conferences, among other things. But, I thought it was important to hold this meeting as scheduled. We want to maintain the momentum on EEO and we can do this despite the current budget situation.

Make no mistake: the FY 1991 budget looks grim at this juncture--there's no point in putting too fine a touch on it.

As I recently told our FAA employees--at headquarters and those along along the FAA satellite broadcast network--we are facing some stiff measures beginning October 1, unless Congress and the Administration reach an agreement on revenue and spending levels and priorities.

Without such an agreement, the total Federal budget deficit for 1991 would be about \$169 billion--a figure which far exceeds the deficit target allowed by Gramm-Rudman-Hollings.

So, the Office of Management and Budget has directed each Federal agency to draw up contingency plans to deal with the automatic cuts of 32 percent that would go into effect government-wide, beginning Oct. 1.

The following are some of the measures we at FAA are considering in our contingency plan: a freeze on hiring, elimination of overtime, suspension of PCS moves, elimination of all but essential travel, suspension of most training.

In addition, we may be forced to let our temporary employees go.

Finally, as a last resort, we would need to impose an across-the-board furlough within the FAA. This would affect all services--and all of you. It could mean that everyone in the workforce would be on furlough for approximately two to two and a half days per pay period--or more than one day per week starting Monday, October 1.

This is a very unpleasant prospect--particularly for those in the FAA family least able to afford it. Measures like these always fall hardest on those struggling to make ends meet. And, so often, a disproportionate number of these are members of minority groups--Hispanics, Blacks, and women.

I think of the young, single mother who is trying to keep up the rent payments, utility bills, and hefty day care expenses. I think of a young Hispanic or Black who finally landed a temporary Government job with bright prospects--only to be told that he will be out of work again.

This situation is tough on everyone, but especially hard on the disadvantaged. But, we really have no choice if we have to cut more than \$2.5 billion dollars from our budget--more than one billion dollars from the Operations Appropriations alone.

I just hope that the Congress acts swiftly when it returns to the Washington in September and that the measures I have just outlined will be shortlived. But, I don't think we should kid ourselves and count on someone saving the day at the eleventh hour. I think we should prepare for cutbacks and furloughs that will last for weeks, if not months.

Besides the personal hardships this entails for FAA employees, of course, it means we will not be able to provide the level of service for our customers, the flying public, that we want to provide and they have come to expect. But, whatever measures we have to take, we will not do anything at the expense of public safety. That is, and must remain, our number one priority.

One thing I don't want--and that is for the Gramm-Rudman-Hollings situation to diminish the importance that I have placed on equal employment opportunity since I came to the FAA some 13 months ago.

As I said earlier, I want this EEO initiative to move forward--even within the severe, but temporary constraints of the budget situation. I don't want our managers to use this situation as an excuse to lay back and do nothing. There are many things we can do--and are doing.

And, let's face it, we all know there's a lot we need to do to catch up.

A recent study by the National Association of Latino Elected and Appointed Officials (NALEO), for example, found that the Hispanic share of the Federal workforce has failed to keep up with the growing Hispanic share of the total national workforce.

Based on statistics for the years 1982-1988, Hispanic participation in the total workforce grew by 22 percent. Yet, during the same period, the number of Hispanics in the Federal Government increased by only 16 percent.

At FAA, there has been virtually no movement at all over the past decade. Hispanic representation is now at 3.7 percent of the workforce--less than one percentage point higher than the 2.8 percent representation in 1980.

Clearly, this is not acceptable, and we are going to change this, I guarantee you.

Let me give you a couple of examples of what we are trying to do.

This summer, we put an advertisement in newspapers in San Juan, Puerto Rico, to recruit seasoned engineers and computer specialists. About 125 applicants responded to the ad--which is a rather encouraging return.

Headquarters personnel sifted through those applications and culled out about twenty that showed particular promise. A FAA team, representing AXD and AHR, then went to San Juan in late July to interview the candidates, and of the twenty they found six we want to hire. So, I have granted an exemption to the hiring freeze for these six applicants so that we don't lose them to some other employer.

Earlier this year, the Great Lakes Region also recruited in Puerto Rico, at colleges and universities throughout the country, and several of the applicants from that recruitment effort have been hired, are already on board or due to report soon.

Among these are five safety inspectors and two engineers. Eight qualified air traffic candidates also have been identified as well as several electronics technicians. So we are making some modest gains.

However, to make sure this recruitment effort is not just sporadic, determined largely by the zeal of those who happen to be personally committed to EEO, I have directed that a number of actions be taken to institutionalize the program nationwide.

Among these actions are the development of a national recruitment program and a multi-year recruitment plan. If we are going to do a better job of recruiting generally--and targeting certain audiences for special attention in particular--I think we need to focus our resources into a coordinated, national effort.

We also need to sustain that effort over several years. We can no longer afford to approach EEO on a hit and miss basis, giving it a lot of attention one year, then moving on to something else the next. The problem we have inherited took a long time in the making and it's going to take time and sustained effort to turn it around.

What will help a great deal, in my judgment, is the establishment of full-time recruitment specialists, in headquarters and the regions. Recruitment won't be a collateral duty for them--or another "duty as assigned," as the saying goes. Recruitment is their job and they will be evaluated on how well they do on that one major task.

A two-week pilot training program for recruiters was held in Washington in May. Some 18 new recruiters attended this session and they are now back at their jobs in headquarters and regions.

A major key to the success of this EEO effort is to make managers up and down the line accountable for EEO, starting with my top management team. Everyone at the AMT level has been provided specific figures on where he or she stands with respect to minority representation in the national labor force. And we have asked each of them to spell out specifically what he or she intends to do to increase minority hiring in their own bailiwicks. We are going to hold their feet to the fire on this issue.

In a related matter, we also have directed the AMT to make sure that minorities and women within their organizations are developed and prepared for management and executive positions. We cannot allow talented women and minorities to languish in dead-end positions.

We have not done enough to identify and prepare women and minorities for these positions. When they meet eligibility criteria, women and minorities do well in the selection process. The problem is that relatively few of them meet the basic eligibility requirements due to lack of experience, training, and/or development.

So, we are asking the AMT members to provide them training and development. And, to make sure they do, we are establishing a new critical job element for SES performance appraisals on this very issue. It will go into effect for the appraisal period beginning October 1.

So, everyone knows where we stand and what is expected of them, and we've got the the Executive Committee for Equal Employment Opportunity in place to provide the necessary oversight to make sure we achieve tangible, measurable results.

As I have said before, the FAA can no longer afford to operate from vague wish lists, or just from good intentions, however sincere these may be. In EEO, as in every phase of FAA's operations, we need to set specific goals to aim for and then see how we stack up at the end of the year.

We've got our work cut out for us, and we will be looking to groups like your to help lead this effort.

Sometimes I think we miss the boat when we discuss EEO. We frame the discussion only in terms of fairness, of justice denied, as an unfinished task on the long road to realizing the American dream for all Americans.

It is definitely all of these, but it's more than these. It also is a matter of enlightened self-interest for FAA to promote quality recruitment and training of women and minorities. And I think more supervisors and managers ought to understand that.

For example, when management is composed of a diverse population of managers who bring a cultural awareness to management they also bring with them the tools of providing new problem solving techniques, management operation and styles, and management effectiveness.

Diverse management teams will prepare us for anticipated population changes predicted by Department of Labor's WORKFORCE 2000 Report. By the year 2000, women and minorities will constitute a larger percentage of the workforce. That is the clear trend. Those are the demographics.

This does not mean we can afford to sit passively by and wait for the trend to unfold and for the numbers to take care of themselves. Our task--and challenge--is to take an active role in shaping the FAA workforce of the future.

The FAA of the year 2000 will require a more highly technical, better trained workforce than we have today. We face high retirement rates in some of our major job categories in the years ahead.

And, those technically proficient employees we want to replace them won't just show up one day to take over when today's older employees are ready to retire.

The competition for quality employees will be stiff. And, let's face it, private employers, in many cases, have a leg up in this competition because they can offer higher entry level salaries and other attractive benefits that we cannot.

So, we need to get heavily involved now in aggressive recruitment programs. We need to hire quality people, provide them quality training and manage them in such a way that they will find it professionally and personally satisfying to work for the FAA.

We've got a full agenda ahead of us and it's going to take the best efforts of all of us to get it done. We have a 22 billion dollar reauthorization bill that was introduced in the last session of Congress. That faces some tough hurdles in the next session, but it's essential to get it passed, so we will be spending a lot of time on that in the months ahead.

We cannot defer those tough political decisions. The number of airline passengers doubled in the past ten years. And it will come close to doubling again in the next ten years. So, providing the necessary facilities and equipment is critical to meeting this challenge. And we need to start building that system now.

The other part of that equation is providing the right people to run the system, and this challenge is equally daunting. That's where you come in. We will be looking to you to help us build a mosaic of employees that is reflective of the cultural diversity in the United States. That diversity has helped the United become the great country that it is. And I am convinced it can help the FAA become a better agency.

I appreciate the opportunity to be with you today and I want you to know I appreciate all you are doing.

Now, let me answer a few questions.
