DRAFT REMARKS FOR
FAA ADMINISTRATOR JAMES B. BUSEY
LISTENING SESSION ON
DIVERSITY IN THE WORKFORCE
APRIL 1, 1991

I am delighted to see so many of you turn out this afternoon. I guarantee you we'll keep this session on schedule and not let it go for more than an hour. I know some of you are concerned about getting back to meet carpools.

Let me take a minute, though, to acknowledge our Deputy Administrator Barry Harris, here with me on the stage. And I also would ask the FAA Associate Administrators down in front to stand up.

This executive-level representation here today should give you an idea of how much importance my senior staff and I attach to this session.

I will keep my remarks short because I want to save as much time as possible to hear what you have to say. I urge you to speak out and give us your ideas.

That's the whole idea of this listening session--to get your ideas on how we can create a more diverse work place at the FAA and what may be holding us back from accomplishing this goal.

You have all heard my thoughts on this issue. It is one of my top priorities--on a par with the Capital Investment Program and the other major programs I have initiated.

First, I think it is important for our workforce to reflect the ethnic and cultural makeup of the United States as a whole.

As I have said before, this cultural/ethnic mosaic has helped make the United States a better country, and I think it will make the FAA a better agency.

The reason for this is that there is a decided advantage in having a diverse, multi-cultural, multi-ethnic workforce.

It provides a richer, broader perspective on issues and problems. And this kaleidoscopic viewpoint will serve us well as we face the enormous challenge of building the national aviation system of the future.

Secondly, of course, we are in a race for the workforce of the future. You have heard the numbers, the demographics. There is no denying that the workforce of the year 2000 will be composed of a far greater representation of women and minorities than it is today.

So, what we must do right now is to begin recruiting and training women and minorities so that when the year 2000 rolls around, FAA will have the technically proficient workforce it will need to do the job.

That won't just happen. It'll happen if we make it happen. And we can't wait. The continued preeminence of the U.S. in world aviation depends on it. It's that simple and that complex.

So, make no mistake, we are not here to do a little social engineering to make people feel better. This is a very serious business with some very sweeping implications for the future of world aviation and FAA's role in that future.

With that in mind, let me now turn things over to our moderator, so that we can get this session underway. I am anxious to hear what you have to say. Thank you.

REMARKS BY JAMES B. BUSEY
ADMINISTRATOR
FEDERAL AVIATION ADMINISTRATION
PASS ANNUAL CONVENTION
FORT LAUDERDALE, FLORIDA
APRIL 4, 1991

INTRODUCTORY REMARKS:

THANK YOU! IT'S GOOD TO BE HERE AND GOOD TO BE AMONG FRIENDS.

THERE REALLY IS NO PART OF MY JOB I ENJOY MORE THAN GETTING OUT OF THE OFFICE AND TALKING WITH FELLOW FAA'ERS FROM THE FIELD. JUST WHEN I THINK I KNOW EVERYTHING THERE IS TO KNOW ABOUT THE AGENCY, YOU CAREER PEOPLE TEACH ME SOMETHING NEW.

OF COURSE, FT. LAUDERDALE IS A NICE PLACE TO BE FOR ANY REASON. THAT'S WHY I WASN'T SURPRISED WHEN PASS MOVED ITS HEADQUARTERS TO FLORIDA. ACCORDING TO THE 1990 CENSUS DATA, JUST ABOUT EVERYONE IS MOVING TO THE SUNSHINE STATE. SOME OF YOU, NO DOUBT, ARE DUCKING OUT BETWEEN SESSIONS TO PRICE RETIREMENT HOMES.

I GUESS WHAT IT PROVES IS THAT YOU CAN'T UNDERESTIMATE THE ATTRACTION OF GOOD WEATHER AND NO STATE INCOME TAX.

THE ROLE OF THE A.F. TECHNICIAN:

BUT I AM GLAD TO HAVE THIS OPPORTUNITY TO MEET WITH THE PEOPLE I CONSIDER TO BE THE UNSUNG HEROES OF FAA.

UNLIKE SOME OF OUR OTHER FAA JOB SPECIALTIES, IT SOMETIMES SEEMS THAT A.F. TECHNICIANS GET NOTICED ONLY WHEN SOMETHING GOES WRONG -- A COMPUTER CRASHES AT THE LEESBURG CENTER AND BACKS UP TRAFFIC BETWEEN NEW YORK AND WASHINGTON OR THE ASR GOES DOWN AT O'HARE AND A WHOLE LOT OF BUSINESS EXECUTIVES ARE LATE FOR THEIR TEN O'CLOCK MEETINGS. THEN EVERYONE WANTS TO KNOW WHAT HAPPENED AND WHY.

WHAT THESE PEOPLE DON'T REALIZE IS THAT -- THANKS TO THE SKILL AND KNOWLEDGE OF OUR A.F. TECHNICIANS -- THE RELIABILITY RECORD OF THE THE NATIONAL AIRSPACE SYSTEM COMPONENTS IS PRETTY DARN CLOSE TO THE PURITY LEVEL CLAIMED BY PROCTOR & GAMBLE FOR IVORY SOAP. IF I REMEMBER CORRECTLY THAT'S 99 AND 44/100 PERCENT.

OF COURSE, ONCE IN AWHILE YOU DO BREAK INTO PRINT WITH A POSITIVE STORY AND I GET TO SEE THEM IN OUR MORNING CLIPS AT HEADQUARTERS. FOR EXAMPLE, ONE RECENT ARTICLE IN THE FORT WORTH PAPER CALLED A.F. TECHNICIANS THE "FIREFIGHTERS" OF FAA -- I THINK THEY MEANT TO SAY "TROUBLESHOOTERS" -- AND NOTED THAT YOU "TOIL IN RELATIVE ANONYMITY." IT THEN WENT ON TO QUOTE SOUTHWEST REGIONAL ADMINISTRATOR CLYDE DEHART AS SAYING A.F. TECHNICIANS ARE THE "BACKBONE OF THE SYSTEM."

LET ME SECOND THAT. BELIEVE ME NO ONE IN WASHINGTON HEADQUARTERS OR THE REGIONAL HEADQUARTERS, FOR THAT MATTER, TAKES YOU OR YOUR WORK FOR GRANTED. WE KNOW THAT YOU ARE WORKING WITH EQUIPMENT THAT IN SOME CASES SHOULD HAVE BEEN OUT OF THE SYSTEM BY NOW IF EVERYTHING HAD GONE ACCORDING TO PLAN. BUT YOU KEEP IT WORKING AT DARN NEAR THE IVORY SOAP PURITY LEVEL. ALL I CAN SAY IS HANG IN THERE; THE NEW EQUIPMENT IS ON ITS WAY.

AND WHEN WE ARE SITTING IN RELATIVE COMFORT IN OUR SUPPOSEDLY CLIMATE-CONTROLLED OFFICES, WE KNOW THE A.F. TECHNICIANS ARE OUT THERE CLIMBING MOUNTAINS IN THE ROCKIES OR OIL DERRICKS IN THE GULF OF MEXICO OR BATTLING THEIR WAY THROUGH SNOW STORMS TO REACH SOME REMOTE FACILITY THAT MOST PEOPLE DON'T EVEN KNOW IS THERE. IT'S DEFINITELY NOT A JOB FOR WIMPS OF EITHER GENDER.

THAT REMINDS ME THAT WE RECENTLY GOT HAZARD PAY APPROVED FOR THE TECHNICIANS WHO SERVICE THE OIL PLATFORMS IN THE GULF. I'M TOLD IT WAS A PRETTY CUT-AND-DRIED AFFAIR. THE CLASSIFIER WENT OUT THERE, SAW WHAT YOU HAD TO DO, AND SAID "GIVE IT TO THEM."

LESSONS OF THE GULF WAR:

IN FACT, I WAS REMINDED OF THE UNSUNG ROLE OF THE A.F. TECHNICIANS WHEN WATCHING OPERATION DESERT STORM ON TELEVISION, ALONG WITH EVERY OTHER AMERICAN. AS A FORMER NAVY PILOT, I KNEW THE MILITARY VIRTUALLY WAS FLYING THE WINGS OFF THOSE AIRCRAFT AND, YET, THEY SEEMED TO KEEP GOING SORTIE AFTER SORTIE, DAY AFTER DAY.

YOU JUST KNEW, ALTHOUGH CNN NEVER SHOWED IT TO MY KNOWLEDGE, THAT A GREAT MANY OF YOUR FELLOW MILITARY TECHNICIANS, INCLUDING SOME FAA PEOPLE, WERE WORKING LONG, TOUGH HOURS BEHIND THE SCENES TO TURN THOSE AIRCRAFT AROUND IN RECORD TIME AND KEEP THEM FLYING. IT WAS A REMARKABLE ACHIEVEMENT UNDER-LESS-THAN IDEAL CONDITIONS.

IN FACT, ONE OF THE GREAT OBJECT LESSON OF THE GULF WAR, AS FAR AS I'M CONCERN, WAS THAT IT SHOWED JUST HOW WELL A GROUP OF MEN AND WOMEN CAN PERFORM WHEN THE PEOPLE ARE WELL TRAINED, HIGHLY MOTIVATED, AND WELL LED.

THERE PROBABLY IS NO SINGLE EXPLANATION FOR THE OUTSTANDING PERFORMANCE OF OUR FORCES, BUT PERHAPS WE CAN FIND A CLUE IN A STATEMENT MADE BY GENERAL COLIN POWELL EVEN BEFORE THE IRAQIS INVADED KUWAIT. HE SAID:

> "THE ONLY THING THAT REALLY COUNTS IN ANY ACTIVITY IS THE PEOPLE. IF YOU HAVE FAITH IN PEOPLE AND TRY TO RELEASE THEIR TALENTS AND ENERGIES WHILE BEING LOYAL TO THEM, YOU'LL SUCCEED."

IN ESSENCE, WE HAVE BEEN TRYING TO INSTITUTIONALIZE THAT PHILOSOPHY AT FAA FOR YEARS BY IMPROVING THE QUALITY OF MANAGEMENT ACROSS THE BOARD AND FOSTERING GREATER EMPLOYEE PARTICIPATION IN THE DECISION-MAKING PROCESS AT ALL LEVELS, FROM FIELD FACILITIES RIGHT ON UP TO WASHINGTON HEADQUARTERS.

MANAGEMENT PHILOSOPHY:

ABOUT A YEAR AGO, I WAS ASKED TO TALK ABOUT MY OWN MANAGEMENT PHILOSOPHY AT EMBRY-RIDDLE, IN DAYTONA BEACH. IT WAS AN INTERESTING EXPERIENCE BECAUSE JUST THE PROCESS OF PUTTING THESE THINGS DOWN ON PAPER HELPS TO SOLIDIFY ONE'S THINKING.

TO SUMMARIZE BRIEFLY, I CONSIDER MYSELF PRETTY MUCH A HANDS-ON, PEOPLE MANAGER WHO BELIEVES STRONGLY THAT TEAM BUILDING IS THE MOST EFFECTIVE MEANS OF ACHIEVING BOTH ORGANIZATIONAL AND INDIVIDUAL GOALS. MY DEFINITION OF A GOOD MANAGER IS ONE WHO KNOWS HIS OR HER EMPLOYEES' STRENGTHS, PUTS THEM IN THE RIGHT JOBS, GETS THEM TO BUY INTO THE ORGANIZATIONAL GOALS, AND GIVES THEM DUE CREDIT WHEN A TASK IS COMPLETED SUCCESSFULLY.

THEY ARE PRETTY BASIC CONCEPTS, REALLY, AND PROBABLY EXPLAINS WHY NO PUBLISHER HAS OFFERED TO BRING OUT MY MANAGEMENT PHILOSOPHY IN PAPERBACK. MAYBE I SHOULD HAVE CHOPPED IT UP INTO ONE-MINUTE MESSAGES. BUT ROYALTIES ASIDE, THE IMPORTANT THING ABOUT THIS APPROACH IS THAT IT WORKS. MOREOVER, IT WORKS AT EVERY LEVEL. YOU DON'T HAVE TO

EMPLOYEE INVOLVEMENT:

WE ARE PUTTING THIS CONCEPT INTO PRACTICE AT FAA IN A NUMBER OF WAYS. THE EMPLOYEE INVOLVEMENT, OR EI, PROGRAM FOR AIRWAY FACILITIES PERSONNEL PREDATES MY ARRIVAL AT FAA. IT BEGAN IN 1985 AS AN EXPERIMENT AT TWO LOCATIONS IN THE EASTERN REGION. BECAUSE OF ITS SUCCESS, IT SUBSEQUENTLY WAS EXPENDED INTO A NATIONAL PROGRAM. EI CURRENTLY IS IN VARIOUS STAGES OF IMPLEMENTATION AT NUMEROUS SITES IN ALL OUR REGIONS.

THE RESULTS OF EI HAVE BEEN SIGNIFICANT. THIS COLLABORATIVE APPROACH TO LABOR/MANAGEMENT RELATIONS HAS IMPROVED THE FAA-PASS WORKING RELATIONSHIP AT ALL LEVELS OF THE ORGANIZATION. ALSO THERE ARE MANY PROBLEM-SOLVING WORKING GROUPS FUNCTIONING THROUGHOUT THE SYSTEM WHICH ARE FOCUSING ON ISSUES AND CONCERNS THAT ARE EITHER COMMON TO A PARTICULAR LOCATION OR HAVE WIDESPREAD IMPACT ON THE AIRWAY FACILITIES WORK FORCE.

I AM ALSO PLEASED TO HEAR THAT WITH THE UPCOMING PASS CONTRACT NEGOTIATIONS THIS SUMMER, THE AGENCY AND PASS ARE CONSIDERING A MORE COOPERATIVE APPROACH TO THE NEGOTIATIONS RATHER THAN THE TRADITIONAL ADVERSARIAL METHOD. THIS IMPROVED APPROACH IS DIRECT TESTIMONY OF THE SUCCESS OF THE EI PROCESS.

THIS, COUPLED WITH THE AGENCY'S INTENT TO GRANT PASS' REQUEST TO INCLUDE ITS FIELD SUBJECT MATTER EXPERTS IN THE NEW NAS-CIP ACQUISITION PROCESS, FURTHER UNDERSCORES OUR EFFORTS TOWARD THE MOST PRODUCTIVE WORKING RELATIONSHIP BETWEEN MANAGEMENT AND EMPLOYEES.

TOTAL QUALITY MANAGEMENT:

IN ADDITION TO EI, WE HAVE INTRODUCED THE CONCEPT OF TOTAL QUALITY MANAGEMENT, OR TQM, AT FAA. IT GOES HAND-IN-HAND WITH EI AND I WAS VERY PLEASED TO HEAR BOTH ARNIE AQUILANO AND HOWARD JOHANNSEN MAKE THAT POINT AT THE FIRST MEETING OF THE TQM EXECUTIVE STEERING COMMITTEE IN JANUARY.

FOR THOSE WHO HAVEN'T HAD ANY EXPERIENCE WITH TQM, LET ME POINT OUT THAT IT'S NOT ONE OF THOSE "MAGIC" MANAGEMENT SYSTEMS. WHAT WE ARE TALKING ABOUT MORE THAN ANYTHING HERE IS AN ATTITUDE THAT CONTINUOUSLY AIMS AT IMPROVING THE SERVICES AND PRODUCTS WE PROVIDE. IT CHALLENGES EVERYONE TO DO BETTER. AND THAT'S IMPORTANT, I BELIEVE, TO BOTH ORGANIZATIONAL AND PERSONAL GROWTH.

ABOUT SIX MONTHS AGO, YOU MAY HAVE SEEN AN ARTICLE IN THE FAA INTERCOM ABOUT THE SUCCESS OF THE JACKSONVILLE A.F. SECTOR'S TQM PROGRAM. AFTER SETTING UP QUALITY TEAMS THAT INCLUDED A.F., A.T. AND TELCO PERSONNEL, THE SECTOR OFFICE REPORTED SIGNIFICANT IMPROVEMENTS IN TELECOMMUNICATIONS SERVICES, AS REFLECTED IN MTTR AND MTBI RATES.

THIS IS ONLY ONE EXAMPLE BUT, I THINK, IT ILLUSTRATES HOW EMPLOYEES ARE BECOMING INCREASINGLY INVOLVED IN THE DECISION-MAKING PROCESS. THAT'S A TREND WE IN FAA MANAGEMENT WANT TO FOSTER AND ENCOURAGE BECAUSE IT BENEFITS EVERYONE IN THE ORGANIZATION.

FUTURE PLANNING:

ONE OF MANAGEMENT'S MAJOR FUNCTIONS, I BELIEVE, IS TO PROVIDE DIRECTION TO THE WORK FORCE BY GIVING THEM GOALS AND OBJECTIVES. THAT'S WHY WE HAVE PLACED SUCH A HEAVY EMPHASIS ON PLANNING OVER THE PAST TWO YEARS. WE KNOW AVIATION IS GOING TO CONTINUE TO GROW -- ALL THE FORECASTS, INCLUDING OUR OWN, SAY SO -- AND THAT MEANS OUR WORKLOAD WILL TOO. WE CAN'T AFFORD TO SIT AROUND AND BE OVERTAKEN BY EVENTS.

SOMETIMES, IN FACT, IT MAY SEEM LIKE WE HAVE TOO MANY PLANS BUT I ASSURE YOU THAT'S NOT THE CASE. EACH OF OUR PLANNING PROJECTS HAS A DISTINCT PURPOSE AND THEY ULTIMATELY ALL TIE TOGETHER TO FURTHER THE FAA MISSION.

LET ME RUN THROUGH SOME OF THE THINGS WE'VE ACCOMPLISHED IN RECENT MONTHS JUST TO GIVE YOU AN IDEA OF WHERE WE ARE AND WHERE WE'RE GOING:

WE HAVE A NEW NATIONAL TRANSPORTATION POLICY THAT GIVES AVIATION THE HIGH PRIORITY IT DESERVES AND FOCUSES ON REBUILDING THE INFRASTRUCTURE AND EXPANDING SYSTEM CAPACITY. AND LAST FALL, WE ACHIEVED ONE OF THE MAJOR OBJECTIVES OF THE NATIONAL TRANSPORTATION POLICY WHEN CONGRESS PASSED THE AIRPORT NOISE AND CAPACITY ACT OF 1990. THE ACT AUTHORIZED INCREASED SPENDING LEVELS FOR MAJOR FAA PROGRAMS SUCH AS F&E, R&D, AND AIP AND ALSO EMPOWERED AIRPORTS AROUND THE COUNTRY TO COLLECT PASSENGER FACILITY CHARGES TO HELP FUND NEW AIRPORT CONSTRUCTION.

WE HAVE ISSUED FAA'S FIRST STRATEGIC PLAN EVER TO PROVIDE POLICY GUIDANCE FOR ACHIEVING THE AVIATION SYSTEM OF THE 21ST CENTURY. WE CURRENTLY ARE DEVELOPING ACTION PLANS TO IMPLEMENT EACH OF THE STRATEGIES AND ENSURE THEIR COMPATIBILITY WITH EXISTING OPERATIONAL PLANS. YOU'LL BE HEARING MORE ABOUT THIS EFFORT AS TIME GOES ON.

ONE OF THOSE OPERATING PLANS, OF COURSE, IS THE CAPITAL INVESTMENT PLAN. AS YOU KNOW, WE BROUGHT OUT THE FIRST EDITION JUST A FEW MONTHS AGO AS A SUCCESSOR TO THE NATIONAL AIRSPACE SYSTEM PLAN. IT'S OF SPECIAL INTEREST TO THIS GROUP SINCE IT DEFINES THE AGENCY'S HARDWARE REQUIREMENTS INTO THE NEXT CENTURY. IN ADDITION, IT INCLUDES PROVISIONS FOR TRAINING, SUPPORT, MAINTENANCE AND CONTINUED GROWTH.

BUT WE HAVEN'T STOPPED THERE. WE ALREADY ARE LOOKING BEYOND THE CAPITAL INVESTMENT PLAN AND WE RECENTLY COMPLETED A SYSTEM DESCRIPTION OF THE LONG-TERM PLAN FOR THE AIR TRAFFIC MANAGEMENT SYSTEM OF THE 21ST CENTURY. WITHOUT GOING INTO DETAIL, IT ENVISIONS THE INCREASED USE OF SATELLITE SYSTEMS FOR COMMUNICATIONS, NAVIGATION AND SURVEILLANCE; CONTINUED ADVANCES IN AUTOMATION; ENHANCED WEATHER SENSING AND FORECASTING EQUIPMENT, AND FULL IMPLEMENTATION OF THE MICROWAVE LANDING SYSTEM, AMONG OTHER ELEMENTS.

THEN, TOO, THERE IS THE HUMAN FACTORS PLAN, WHICH AFFECTS ALL OF OUR TECHNICAL JOB DISCIPLINES. FOR EXAMPLE, ITS MAJOR GOALS INCLUDE THE DEVELOPMENT OF "HUMAN CENTERED" AUTOMATION, ENHANCED METHODS OF TRAINING AND SELECTING AVIATION SYSTEM PERSONNEL, AND MORE HUMAN FACTORS-ORIENTED VALIDATION AND CERTIFICATION METHODS FOR BOTH HARDWARE AND PEOPLE.

OTHER ORGANIZATIONAL INITIATIVES:

WE ALSO HAVE BEEN WORKING HARD TO IMPROVE THE FAA ORGANIZATIONAL ENVIRONMENT AND HAVE INITIATED OR IMPLEMENTED NUMEROUS CHANGES WHICH HAVE IMPROVED OVERALL EFFICIENCY AND EFFECTIVENESS. FOR EXAMPLE, OUR PROCUREMENT PROGRAM HAS UNDERGONE A MAJOR OVERHAUL. WE ALSO HAVE ACHIEVED SIGNIFICANT INTERNAL REFORMS IN THE PERSONNEL AND REGULATORY AREAS AND BUILT A SOLID WORKING PARTNERSHIP WITH THE OFFICE OF THE SECRETARY.

FINALLY, WE HAVE INSTITUTIONALIZED AN EEO POLICY THAT NOT ONLY DEFINES THE DIRECTION WE WANT TO MOVE IN THIS AREA BUT ALSO SETS A FIRM GOAL WITH A HARD DEADLINE. THIS IS A POLICY THAT NOT ONLY IS THE RIGHT THING TO DO FROM A MORAL AND ETHICAL VIEWPOINT BUT ALSO SOMETHING WE MUST DO TO MAINTAIN THE AGENCY'S OPERATIONAL EFFICIENCY AND EFFECTIVENESS. THE DEMOGRAPHICS OF THE COUNTRY ARE CHANGING FAST AND FAA CAN'T AFFORD TO BE LEFT BEHIND. THE JOB WE DO SIMPLY IS TOO IMPORTANT.

IN THIS REGARD, I SHOULD MENTION THAT THE AIRWAY FACILITIES ORGANIZATION WAS VERY SUCCESSFUL IN RECRUITING AFFIRMATIVE ACTION/EEO CANDIDATES IN THE ELECTRONIC TECHNICIAN JOB SERIES DURING FY 1990. AFFIRMATIVE ACTION GOALS FOR A.F. TOTALLED 220 FOR THE YEAR. INCLUDED WERE 154 WOMEN, 57 OF WHICH ARE

CONCLUSION:

IN CLOSING, I WOULD JUST LIKE TO SAY AGAIN HOW MUCH WE APPRECIATE THE CONTRIBUTIONS THE A.F. WORK FORCE HAS MADE IN ESTABLISHING FAA AS ONE OF THE BEST AND MOST EFFICIENT SERVICE ORGANIZATIONS IN THE WORLD. AS COLIN POWELL OBSERVED, AN ORGANIZATION CAN ONLY BE AS GOOD AS THE PEOPLE IN IT.

I KNOW IT HASN'T BEEN EASY FOR YOU DURING THIS PROLONGED PERIOD OF TRANSITION, BEING CAUGHT BETWEEN THE OLD AND THE NEW, BUT YOU HAVE RESPONDED TO THE CHALLENGE IN SUPERB FASHION. WE ARE LUCKY TO HAVE SUCH DEDICATED EMPLOYEES.

I ALSO WANT TO TAKE ADVANTAGE OF THIS OCCASION TO CONGRATULATE PASS ON ITS YEARS OF VALUABLE AND PRODUCTIVE

I AM VERY PROUD OF THE FACT THAT FAA AND PASS HAVE ENJOYED A RELATIONSHIP THAT HAS BEEN MUTUALLY BENEFICIAL TO BOTH PARTIES, AS WELL AS TO THE EMPLOYEES YOU REPRESENT AND THE TRAVELING PUBLIC WE ALL SERVE.

I THINK THE REASON IS THAT WE BOTH HAVE THE SAME BASIC GOALS FOR THE A.F. TECHNICIANS. WE BOTH WANT TO PROMOTE PROFESSIONALISM, IMPROVE THE JOB ENVIRONMENT, AND ENHANCE CAREER DEVELOPMENT AT ALL LEVELS.

I LOOK FORWARD TO WORKING CLOSELY WITH PASS IN THE MONTHS AHEAD. THANK YOU AGAIN FOR ASKING ME HERE TODAY. NOW IF THERE ARE ANY QUESTIONS...

TALKING POINTS FOR
ADMIRAL JAMES B. BUSEY
ADMINISTRATOR
FEDERAL AVIATION ADMINISTRATION
SUN 'N FUN AIR SHOW
LAKELAND, FLORIDA
APRIL 7, 1991

INTRODUCTORY REMARKS

* WHENEVER I GET PESSIMISTIC ABOUT THE FUTURE OF GENERAL AVIATION IN OUR COUNTRY, I THINK OF AMERICA'S TWO GREAT AIRSHOWS: OSHKOSH AND SUN 'N FUN. NO OTHER COUNTRY HAS ANYTHING LIKE THEM.

* AND NO OTHER COUNTRY HAS A GENERAL AVIATION SECTOR LIKE OURS -- WITH THOUSANDS OF PEOPLE WHO LOVE FLYING ABOVE EVERYTHING ELSE AND ARE WILLING TO MAKE ALMOST ANY SACRIFICE TO

* THE ENTHUSIASM HERE IS SO THICK YOU CAN ALMOST SLICE IT. FOR ME, BEING HERE IS LIKE BEING ON ANOTHER PLANET, FAR REMOVED FROM THE PRESSURE OF LIFE IN WASHINGTON.

* SO IT'S GOOD TO BE HERE. AND IT'S GOOD TO HAVE THIS CHANCE TO TALK <u>WITH</u> A GROUP OF PEOPLE WHO LOVE FLYING AS MUCH AS I DO.

* YES, I SAID THAT RIGHT. I WANT TO TALK <u>WITH</u> YOU, NOT <u>TO</u> YOU. I WANT TWO-WAY COMMUNICATIONS.

* SO I'LL SAY A FEW WORDS ABOUT SOME OF THE KEY ISSUES, AND THEN I WANT SPEND THE REST OF THE TIME ANSWERING ANY QUESTIONS YOU WANT TO THROW AT ME.

* NOW, LET'S GET TO THE ISSUES. AND LET'S CONSIDER THE MOST DIFFICULT ONE FIRST -- WHICH IS ...

THE NEED TO STRENGTHEN GENERAL AVIATION

* I THINK WE'RE ALL DISMAYED AT WHAT'S HAPPENED OVER THE PAST TEN TO FIFTEEN YEARS. GENERAL AVIATION IS NOT GROWING FAST ENOUGH. IN FACT, EXCEPT FOR BUSINESS FLYING, IT'S NOT GROWING AT ALL.

* THE NUMBER OF PRIVATE PILOTS IS DOWN. AND SALES OF NEW GENERAL AVIATION AIRCRAFT -- ALREADY TOO LOW -- DECLINED 4O PERCENT LAST YEAR.

* NOW THIS IS NOT BECAUSE PEOPLE HAVE LOST INTEREST IN FLYING. IT'S BECAUSE FLYING HAS BECOME SO EXPENSIVE.

* AS ALL OF YOU CERTAINLY KNOW, IT COSTS TOO MUCH TO BUY A PLANE, MAINTAIN IT, INSURE IT, AND PUT FUEL IN THE TANKS.

* HIGH COSTS HAVE GROUNDED THOUSANDS OF PILOTS. THEY'VE KEPT A LOT OF WOULD-BE PILOTS ON THE GROUND, TOO. AND THEY'VE ALMOST DESTROYED OUR LIGHT-PLANE MANUFACTURING INDUSTRY.

<u>WHAT CAN WE DO?</u>

* WELL, THERE ARE NO EASY ANSWERS. THE GOVERNMENT CAN'T MANDATE LOWER FLYING COSTS FOR

* WE TRIED A COUPLE OF THINGS -- THE NEW RECREATIONAL PILOT LICENSE AND THE NEW STANDARDS FOR BASIC PRIMARY AIRCRAFT -- BUT THEY HAVEN'T PAID OFF THE WAY WE WANTED.

* HOWEVER, WE THINK THERE IS SOME HOPE THAT PRODUCT LIABILITY INSURANCE COSTS FOR AIRCRAFT MANUFACTURERS CAN BE REDUCED. THESE COSTS ARE THE LARGEST FACTOR IN THE PRICE OF A NEW SINGLE-ENGINE AIRCRAFT.

* THE BUSH ADMINISTRATION SUPPORTS PROPOSED LEGISLATION THAT WOULD PROVIDE RELIEF TO THE GENERAL AVIATION MANUFACTURING INDUSTRY BY ESTABLISHING NATIONWIDE STANDARDS FOR DETERMINING PERSONAL INJURY AND PROPERTY DAMAGE LIABILITY IN

* I THINK THERE'S A CHANCE THAT WE'LL EVENTUALLY SEE SOME LEGISLATIVE ACTION IN THIS AREA. IT'S LONG OVERDUE.

* NOW THE SECOND ISSUE I WANT TO MENTION CONCERNS THE POSSIBILITY THAT THERE'LL BE ...

NO MORE LEADED FUEL AFTER 1995

* RECENT AMENDMENTS TO THE CLEAN AIR ACT PROHIBIT THE USE OF LEAD IN MOTOR FUEL AFTER 1995 AND PROHIBIT THE MANUFACTURE OF ENGINES REQUIRING LEADED FUEL AFTER 1992.

US Department
of Transportation
**Federal Aviation
Administration**

800 Independence Ave., S.W.
Washington, D.C. 20591

TELECOPIER INFORMATION SHEET

_____
DATE

THE FOLLOWING 3 PAGES (INCLUDING COVER SHEET) ARE FOR:

MARION BLAKEY
NAME OF INDIVIDUAL

COMPANY NAME

DESTINATION

THE FOLLOWING PAGES ARE FROM: BOB BUCKHORN

COMMENTS:

The following pages are excerpted from a speech Admiral Busey gave to the Sun 'n Fun Air Show April 7, 1991

IF YOU DO NOT RECEIVE ALL PAGES, PLEASE CALL _____

AT _____ PROMPTLY.

800 Independence Ave., SW., Room 911, 202-267-3883

* NOW THAT STRIKES AT THE HEART OF GENERAL AVIATION. A LOT OF ENGINES NEED LEAD TO LIVE. VIRTUALLY THE ENTIRE GENERAL AVIATION FLEET COULD BE GROUNDED.

* I THINK THAT'S A REMOTE POSSIBILITY -- BUT UNTIL THE EPA INTERPRETS THE LAW IN OUR FAVOR OR UNTIL CONGRESS AMENDS THE LAW, WE MUST TAKE IT SERIOUSLY.

* SO WE'RE WORKING WITH AVIATION GROUPS TO FIND A WAY TO MEET GENERAL AVIATION NEEDS, AND WE'RE CONTINUING OUR LONG-TERM RESEARCH ON ALTERNATIVE FUELS.

BACK TO BASICS UPDATE

* THE THIRD ISSUE I WANT TO MENTION TODAY IS THE NUMBER ONE ISSUE FOR EVERYONE IN AVIATION: SAFETY.

* JUST ABOUT EVERYTHING WE DO AT THE FAA IS RELATED TO SAFETY IN ONE WAY OR ANOTHER, AND ONE OF OUR MOST SUCCESSFUL EFFORTS IS THE BACK TO BASICS PROGRAM.

* I SAID LAST YEAR THAT WE WERE GOING TO MAKE BACK TO BASICS EVEN BIGGER AND BETTER. AND WE HAVE.

* SO HOW'S IT GOING?

  + IN THE FOUR YEARS SINCE BACK TO BASICS STARTED, WE'VE HAD 56,OOO SAFETY MEETINGS AND MORE THAN 1,7OO,OOO PARTICIPANTS.

  + IN THE PAST TWELVE MONTHS ALONE, WE'VE HAD MORE THAN 15,OOO MEETINGS AND A HALF-MILLION PARTICIPANTS. NOT A BAD YEAR'S WORK, BY ANY STANDARD.

* WE EXPANDED THE PROGRAM LAST YEAR, AND NOW WE'RE GOING FURTHER.

* BACK TO BASICS WILL PRESENT NOT ONLY ACCIDENT PREVENTION TOPICS FOR PILOTS, BUT ALSO AIRPORTS, SECURITY, AND AIR TRAFFIC. AND, FOR THE FIRST TIME, BACK TO BASICS WILL INCLUDE AIRCRAFT TECHNICIANS. WE PLAN A DYNAMIC SERIES OF MAINTENANCE PROGRAMS THAT WILL COVER EVERYTHING FROM "RULES TO RIVETS". THIS SUMMER THE FIRST PROGRAM, "REGULATIONS FOR PROFESSIONALS", WILL BE RELEASED. THE PROGRAM WILL EXPLAIN THE DUTIES AND RESPONSIBILITIES OF MECHANICS AND REPAIRMAN.

* IT WILL BE FOLLOWED BY EIGHT OTHER PROGRAMS ON SUBJECTS SUCH AS CORROSION, NON-DESTRUCTIVE INSPECTION, AND SPECIAL INSPECTIONS. AFTER REVIEWING THE VIDEO PRESENTATIONS AN AVIATION TECHNICIAN WILL HAVE THE OPTION OF TAKING A WRITTEN TEST ON THE SUBJECTS COVERED AND SENDING IT TO THE FAA. WITH A GRADE OF 70% OR HIGHER, THE TECHNICIAN WILL RECEIVE A CERTIFICATE OF TRAINING FROM THE FAA.

* A NUMBER OF NEW VIDEOTAPES AND SLIDE PROGRAMS WILL BE PRODUCED, INCLUDING:

  + ONE THAT EXPLORES AIRMAN DECISION MAKING AND PILOT JUDGMENT;

+ ANOTHER THAT WILL TELL YOU HOW TO GET TO AND FROM YOUR PLANE IN AIRPORT SECURE AREAS;

+ A VIDEO THAT WILL EXPLAIN AIRPORT SIGNS AND MARKINGS AND SHOULD HELP REDUCE RUNWAY INCURSIONS;

+ AND A FOURTH THAT WILL EXPLAIN THE RULE WE'LL ISSUE THIS SUMMER ON OUR NEW AIRSPACE CLASSIFICATIONS THAT BRING THEM IN LINE WITH THE INTERNATIONAL STANDARDS ADOPTED BY THE INTERNATIONAL CIVIL AVIATION ORGANIZATION.

NEW COMPLIANCE AND EFORCEMENT POLICIES

* BACK TO BASICS IS PAYING OFF IN GREATER SAFETY. AND SO ARE THE NEW COMPLIANCE AND ENFORCEMENT POLICIES.

* AS I SAID LAST YEAR, THESE REVISED POLICIES ARE MEANT TO REFOCUS OUR COMPLIANCE AND ENFORCEMENT ACTIVITIES -- TO REDUCE THE USE MANDATORY PUNISHMENTS AND RELY MORE ON COUNSELING AND REMEDIAL TRAINING FOR PILOTS WHO HAVE VIOLATED THE RULES.

  + WE WANT TO <u>IMPROVE</u> <u>PILOT PERFORMANCE</u> RATHER THAN JUST PUNISH VIOLATORS.

* SO HOW'S IT GOING? THE SHORT ANSWER IS "GREAT!"

  + REMEDIAL TRAINING IS THE KEY TO THIS PROGRAM, AND WE'VE HAD ABOUT 4OO REMEDIAL TRAINING CASES SO FAR.

  + 3OO HAVE BEEN COMPLETED SUCCESSFULLY, AND 1OO ARE STILL IN TRAINING.

  + IT'S INTERESTING TO NOTE THAT MORE THAN HALF OF OUR REMEDIAL TRAINING CASES WERE FOR <u>AIRSPACE VIOLATIONS</u> -- BUSTING TCA'S, ARSA'S, RESTRICTED AREAS, AND SO ON. ONLY ABOUT TEN PERCENT WERE FOR CARELESS OR RECKLESS OPERATION.

* OF COURSE, I WANT TO KNOW HOW PILOTS FEEL ABOUT OUR NEW COMPLIANCE AND ENFORCEMENT POLICIES, SO WE'RE SENDING QUESTIONNAIRES TO THOSE WHO'VE PARTICIPATED.

* FRANKLY, THE RESPONSES ARE EVEN BETTER THAN I EXPECTED. MOST ARE VERY POSITIVE. AND MANY ARE ENTHUSIASTIC.

    + ONE MAN EVEN SENT A $2O CHECK WITH HIS QUESTIONNAIRE! HE SAID IT WAS A WONDERFUL PROGRAM AND HE HOPED IT DIDN'T GET HURT BY A BUDGET CUT -- SO HE WAS SENDING $2O TO HELP OUT. NATURALLY, WE SENT THE CHECK BACK -- WITH OUR THANKS.

+ LET ME GIVE YOU A FEW REPRESENTATIVE COMMENTS WE'VE RECEIVED:

- "I AM HAPPY TO WELCOME THE ENFORCEMENT ARM OF THE FAA BACK INTO THE PILOT COMMUNITY ALONG WITH THE MUCH-RESPECTED AND HELPFUL FLIGHT SERVICE AND ATC CONTROLLERS."

- "AS A STRICTLY RECREATIONAL PILOT, THE TRAINING I RECEIVED WAS MORE THAN BENEFICIAL!"

- "THE INCURSION WAS NOT INTENTIONAL BUT IT DID HAPPEN. WON'T HAPPEN AGAIN! THANKS."

- "ALTHOUGH MY INFRACTION WAS A CARELESS INTRUSION INTO THE EDGE OF THE ... ARSA RESULTING IN NO SERIOUS PROBLEMS, IT WAS APPROPRIATE THAT SOMETHING BE DONE ABOUT IT. AND THE REMEDIAL TRAINING PROGRAM IS CERTAINLY MORE APPROPRIATE TO THE CASE THAN SOME OF THE MUCH-PUBLICIZED ALTERNATIVES THAT MIGHT HAVE BEEN CONSIDERED."

- "I FEEL THAT THE CONCEPT OF REMEDIAL TRAINING RATHER THAN CERTIFICATE SUSPENSION IS EXCELLENT. RATHER THAN CAUSING FURTHER DECLINE IN FLIGHT PROFICIENCY BY SUSPENDING FLIGHT, REMEDIAL TRAINING ADVANCES THE PROFICIENCY OF THE PILOT WHO NEEDS IT."

* SO WE'RE GETTING RAVE NOTICES. I THINK THAT SHOWS THE NEW POLICIES ARE DOING WHAT I WANTED THEM TO DO, WHICH IS TO BUILD A BETTER ATMOSPHERE THAT WILL FOSTER GREATER VOLUNTARY COMPLIANCE WITH THE RULES AND WE KEEP THE PILOT IN THE COCKPIT.

SO WE ARE ON THE RIGHT TRACK

* LAST YEAR WAS THE SAFEST YEAR FOR GENERAL AVIATION, WITH THE LOWEST ACCIDENT AND DEATH TOTALS SINCE THE NTSB STARTED KEEPING TRACK BACK IN THE 196O'S.

* THE GENERAL AVIATION ACCIDENT RATE PER 1OO,OOO HOURS HAS GONE DOWN EACH YEAR FOR THE PAST EIGHT YEARS.

* NOW THAT'S GREAT NEWS. AND I THINK MEETINGS LIKE THIS CONTRIBUTE TO THAT.

* BUT WE'VE STILL GOT WORK TO DO.

* THE AIR SAFETY FOUNDATION HAS SET A GOAL OF LOWERING THE GENERAL AVIATION ACCIDENT RATE FROM APPROXIMATELY 7 FOR EACH 100,000 HOURS FLOWN TODAY TO 4.5 BY 1995.

* THAT'S A SUPER OBJECTIVE -- AND I BELIEVE IT'S ACHIEVABLE.

* BUT IT WILL TAKE WORK -- BY EVERYONE.

<u>WE'VE ALL GOT TO HELP MAKE FLYING SAFER</u>

* EVERY MORNING, I GET DAILY SUMMARY REPORTS OF WHAT'S HAPPENED AROUND THE COUNTRY. SOMETIMES THEY'RE VERY DEPRESSING -- ESPECIALLY ON MONDAYS AFTER A WEEKEND OF GOOD WEATHER.

* I SEE TOO MANY REPORTS OF FATAL ACCIDENTS IN THE GENERAL AVIATION WORLD THAT ON THE SURFACE STRIKE ME AS CLEARLY PILOT-FACTOR SITUATIONS.

* TOO MANY PILOTS GET INTO SITUATIONS BEYOND THEIR CAPABILITIES AND LIMITATIONS.

* THERE ARE MANY WAYS TO GET KILLED IN AN AIRPLANE -- AND SOONER OR LATER ALMOST EVERY ONE OF THOSE WAYS SHOWS UP IN MY DAILY REPORTS.

    + MIDAIR COLLISIONS, LOW-LEVEL BUZZ JOBS, RUNNING OUT OF FUEL, FLYING NON-RATED IN INSTRUMENT CONDITIONS -- THE LIST GOES ON AND ON.

+ AND I'M AMAZED THAT PILOTS CONTINUE TO MOTOR THROUGH TCA'S WITHOUT APPROVAL. THAT'S EITHER INTENTIONAL OR DUMB. IT CAN'T BE ANYTHING ELSE.

* WHICH BRINGS ME TO MY FINAL POINT.

<u>IN AVIATION, THE PERSON AT THE CONTROLS COUNTS THE MOST</u>

* THE MAN OR WOMAN AT THE CONTROLS IS THE SINGLE MOST IMPORTANT FACTOR IN THE SAFETY OF FLIGHT.

* IN THE FINAL ANALYSIS, THE SAFETY RECORD IS CREATED BY YOU AND ME AND PEOPLE LIKE US ALL OVER THE COUNTRY. WE FLY THE PLANES, AND WHAT COUNTS THE MOST IS HOW EACH ONE OF US PERFORMS WHEN WE'RE IN THE COCKPIT.

* YOU MAY HAVE THE MOST ADVANCED AIRCRAFT. YOU MAY HAVE THE MOST SOPHISTICATED AVIONICS. AND YOU MAY HAVE THOUSANDS AND THOUSANDS OF HOURS IN THE AIR.

* BUT NONE OF THAT WILL PROTECT YOU IF YOUR VIGILANCE IS ON VACATION AND YOUR GOOD JUDGMENT IS OUT TO LUNCH. SO MAKE SURE THEY GO WITH YOU EVERY TIME YOU FLY.

* NOW DON'T MISUNDERSTAND ME. I'M REALLY AN OPTIMIST. AS I SAID, I THINK WE CAN MEET THE AIR SAFETY FOUNDATION'S GOAL. IT'S NOT BEYOND OUR REACH.

* BUT IT WON'T BE HANDED TO US. WE'VE GOT TO COMMIT OURSELVES TO IT. AND I WANT TO ASK EVERY PILOT IN AMERICA TO MAKE THAT COMMITMENT.

* WELL, I'VE SAID ENOUGH.

<u>NOW IT'S YOUR TURN</u>

* I WANT TO HEAR FROM YOU FOLKS. THAT'S THE MAIN REASON I'M HERE TODAY.

* I'LL TAKE ANY QUESTION YOU'VE GOT. SO PLEASE DON'T HOLD BACK.

Adm - For your review - will put on cards. OK 4/5

DRAFT REMARKS FOR FAA ADMINISTRATOR
JAMES B. BUSEY
SUN 'N FUN INDUSTRY/CIVIC RECEPTION
APRIL 7, 1991

It's a pleasure to see so many representatives from the city and county here this afternoon.

This kind of civic support for aviation is key to the continued growth of aviation in this country. So, seeing local public officials mingling with the aviation crowd is a very encouraging sign.

What is most encouraging is that this is not just a show of support or a chance to come out here to have a drink and a few hors-d'oeuvres. This is the real McCoy.

Area officials have long supported aviation in this part of the country. That's what has made Sun n' Fun possible as well as this marvelous Air Museum.

Sun ' Fun has become one of the country's premier aviation events. A lot of the credit for this goes to Billy Henderson and his people who have worked so hard on building up Sun 'n Fun over the years.

But, Billy would be the first to tell you that he could never have accomplished this without the strong community support he has received.

So, my hat is off to you. I wish we could get that same kind of community support for aviation in many other parts of the country.

This support is vital, particularly as we strive to build the airport capacity needed to handle projected aviation growth. We need all the airports we currently have. We need to improve many of them. And we need to build new ones in several major metropolitan areas.

What makes this difficult is that in some areas airports are being allowed to close, especially general aviation airports. We can't allow that to happen because general aviation is an integral part of national aviation system and an important element of the national economy.

So, it's always hopeful for me to come to places like Sun 'n Fun and to see the commitment and enthusiasm for aviation that still exists. I don't have to tell you of FAA's continuing commitment to Sun 'n Fun. The FAA building here is tangible proof of that.

Many youngsters will be going through the turnstiles here at Sun n' Fun over the next several days, some of them for the first time.

In some cases, this experience will spark a life-long interest in aviation and inspire others to pursue professional careers in aviation as pilots, mechanics or airport managers.

This is vital because we will need civic leaders like yourselves down the road who understand the importance of aviation for their communities and the nation. They will be the ones who will be making critical future decisions on airports and other aviation issues.

We also will need a continuing source of young people who want to devote their careers to aviation. They will be filling in for us who are getting a little long in the tooth and nearing retirement.

So, keep up the good work here at Lakeland. What you are doing provides a lot of sun and fun, but it also is extremely important for the field of aviation, now and in the future.

(Option: Now, if you would like, I will be happy to take a few questions.)

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Remarks By James B. Busey
Administrator
Federal Aviation Administration
Air Traffic Procedures Advisory Committee
Washington, DC
April 9, 1991

Introductory Remarks:

I asked Bill Pollard for the opportunity to speak to this group more than six months ago but this is the first time our schedules seem to have been in synch. So I'm happy we finally could get together.

Forging Partnerships:

One reason I wanted to talk to you is that ATPAC represents the cooperative approach to problem solving that I have been pushing since my first day on the job as FAA Administrator. Even with the best of intentions -- and I like to think we have the best of intentions -- FAA can't solve all of aviation's problems by itself. The industry simply is too large and too diverse. We need the perspective and the expertise and the help of the airspace users and other interested organizations if this nation is to maintain its preeminent position in aviation around the world.

Quite frankly, when I came to FAA, I found that the agency's relationships with its various constituencies, especially general aviation, were badly in need of repair. It wasn't anyone's fault. To a great degree, it was the result of a hard-nosed agency enforcement philosophy that stressed punishment over correction.

I found two problems with this approach. First, it didn't really further the end objective of promoting compliance. In fact, it was more likely to be counterproductive. Secondly, it created an atmosphere of distrust and animosity that undercut efforts to establish solid working partnerships with the aviation community.

Well, we have done something about that. We revamped our compliance and enforcement program as it applies to general aviation, the airlines, and the manufacturers. The revised program stresses voluntary compliance and offers incentives to those who are trying to do the right thing. It's worked quite well and has allowed us to separate the inadvertent violators of our rules from the really bad guys who deserve to have the Code of Federal Aviation Regulations thrown at them.

Of course, not everyone agrees with this partnership approach. There are those who say government must maintain a continuing adversarial relationship with industry in order to protect the public interest. Well, I would just point to this committee, which this week is holding its 63rd meeting, and tell them they are wrong.

Promoting ATC Safety & Efficiency:

Another reason for my being here is to recognize the vitally important work ATPAC does in enhancing the safety and efficiency of the air traffic control system. Unlike a lot of government-industry groups that deal with ethereal ideas and concepts, ATPAC wrestles with real-world problems and life-and-death matters.

A quick look at your agenda indicates this meeting will be no different. You certainly pack a lot into four days of meetings. It makes me feel a little guilty for taking up your valuable time.

But I do want to say that I think you deserve a good deal of the credit for the continuing pattern of improvement in the various safety indicators. We have the best ATC system in the world -- bar none -- and it keeps getting better because of dedicated people like yourselves. Let me throw a few numbers at you to prove my point:

> From FAA's standpoint, I suppose, the most important number is Operational Errors. And that number dropped again last year for the sixth year in a row. The total of 881 was four percent less than 1989. And most of you probably can remember a few short years ago when that number was up over 1,800.
>
> Pilot deviations also were down. The preliminary number of 2,264 in 1990 was nine percent less than the 1989 figure of 2,488. And, again, you see this pattern of improvement. The totals were 3,625 in 1987 and 2,957 in 1988.
>
> It's the same story with near midair collision reports. The 452 reports last year were the lowest total since 1982. Better yet, we've gone from media hysteria where this subject is concerned to media ho-hum. But that doesn't mean we, the safety professionals, can afford to be complacent. We never can.
>
> 1990 also was an excellent year from the standpoint of accident reduction. For the first time since I can remember -- and that is quite a while -- civil aviation recorded less than 1,000 fatalities -- 819 to be exact. Every segment showed improvement, and the commuters and general aviation had their best safety records ever.

Runway Incursions:

However, there is one area we are not doing as well as we should. You know what it is because you've had to deal with it for years. That's right, runway incursions.

Total runway incursions have increased 39 percent over the past three years, going from 179 in 1988 to 249 through the first 11 months of 1990. Worse yet, we had three runway accidents involving air carriers in a span of just 13 months -- Atlanta in January 1990; Detroit in December 1990; and LAX on February 1, 1991.

Ironically, we already had given runway incursions a top priority in FAA even before the Detroit and LAX accidents. The Office of Aviation Safety did a study of the problem early last year and that, in turn, led to the development of an action plan. This Runway Incursion Plan now has been released and is in the process of implementation.

Among other things, it calls for the establishment of an organizational structure within FAA to provide management focus and direction to ongoing and new initiatives in the runway incursion area. It also calls for greater industry and user involvement in finding solutions to this problem, in line with the "partnership" concept I mentioned earlier.

For example, we are establishing a Runway Incursion Working Group which will function as a subgroup of the existing FAA R,E&D Advisory Committee. Membership will be drawn from the same organizations that are represented here today. John O'Brien of ALPA will serve as the chairperson.

The plan also provides for local initiatives at airports around the country through the creation of Runway Incursion Action Teams. These teams will be jointly sponsored by our regional airports divisions and the airport operators. We are looking for the broadest possible participation in these teams, including controllers, pilots, airlines, FBO's and, of course, the airport operators.

Overall, the Runway Incursion Plan plan includes some 50 ongoing and new initiatives in the areas of visual aids, controller aids, procedures, standardization, technology, education, and data analysis. Let me mention just one since it seems to have received the most publicity.

That is the program to demonstrate state-of-the-art marking, lighting, signage and other available technologies and equipment at four airports. The airports are Boston Logan, Seattle-Tacoma, Greater Pittsburgh and the new Denver facility. We expect to have the site-specific action plans in final form by the end of the year and begin implementation in 1992.

But the theme running throughout the plan is that we need to pay much more attention to human factors which pose the greatest problem and, conversely, hold the greatest promise for effecting improvements. I think that fact is apparent enough when you look at the causes of runway incursions. Operational errors by controllers account for 40 percent of the total with pilot deviations responsible for the remainder.

The plan also makes the point that (quote) "we are talking about the need to change the pilot and controller culture, getting them to focus on consequences of actions as opposed to rote response to move traffic. Runway incursions in many instances reflect a breakdown in safety judgment." (End of quote)

Human Factors Plan:

FAA already is moving in this direction. Late last year, the agency issued "The National Plan for Aviation Human Factors" and followed it up with the first National Conference on Human Factors in Vienna, Virginia.

In the event you haven't seen it, the human factors plan addresses the problems resulting from poor coordination of human factors related research as well as inadequate funding of these projects. It proposes a 10-year program of work that -- if adequately supported -- promises to alleviate many of the operationally significant human performance issues facing the aviation system.

In issuing this plan, our goal is nothing less than to make human factors research one of our core disciplines by giving it the same importance that we give aeronautical research and engineering.

Americans always have had a sort of blind faith in technology. Someone says, "I've got a problem," and someone else says, "Ok, I'll build you a machine that will fix it."

And technology has served us well. Operation Desert Storm is only the latest example. But there are limits to what technology can accomplish and probably a point somewhere on the scale where it actually can become counterproductive.

Take aviation. As good as our technology is, it has done little to reduce the level of human error in the system. Human error still is the major cause of aircraft accidents in both civil and military flying. Moreover, when you look back over the past decade at accidents involving the new generation of airliners, you find that a recurring problem was the way humans interacted with the automated systems.

So if you can't design people out of the loop, it seems to make good sense to design them into the loop. In other words, design the system around the people who will be using it.

That sounds like a pretty simple maxim. But it's been my experience that many researchers and engineers either have ignored or didn't understand the needs of the people who would be using the product. That often meant that the design failed to do the job that had to be done.

So we need to get human factors into the picture from the beginning of the development process, early enough to make a difference. This means we need to involve the people who will be using the equipment in the design of the equipment.

That has been our guiding philosophy at FAA in the design of the Advanced Automation System. Controllers have been involved from the very beginning of this program and they continued to be a very important part of the developmental process.

For example, one group of controllers has participated in the evaluation of the new controller workstations that will be coming on line in the next few years. Another group is working with our engineers on the more advanced software programs -- Automated En Route Air Traffic Control or AERA -- that is one of the briefing topics on your afternoon schedule.

I think any lay person listening to a description of AERA would conclude that we are indeed designing controllers out of the ATC system: computers will monitor traffic movements; computers will issue clearances; computers will communicate directly with pilots via data link; computers will even take your coffee breaks for you.

But, of course, nothing could be further from the truth. All AERA will do is upgrade the role controllers play in the system. It will allow them to become true airspace managers who will concern themselves with airspace utilization and managing traffic flows rather than directing individual flights.

So, as I said, we are doing everything we can now to to make the system fit the controllers rather than have to try later to fit the controller into the system. It should make your job a bit easier down the road.

Conclusion:

Thank you for giving me this opportunity to meet with you today and express my appreciation for the good work you're doing on behalf of aviation safety.

One thing I'm sure of is that -- despite the wonders of technology -- ATPAC is never going to work itself out of a job. That's because, more than anything, you are dealing with the role of human beings in the system and, as we know from long experience, they are a thoroughly unpredictable lot.

It's not that they are a bad lot, necessarily; it's just that they make mistakes from time to time. And that is a deadly serious matter in aviation which has very little or no tolerance for error.

So we have to keep working to reduce the potential for mistakes. Although we may never achieve a system that is immune completely to the principles of Murphy's Law, we have to keep trying.

Now if anyone has any questions, I'll do my best to provide the answers.

REMARKS FOR ADMIRAL JAMES B. BUSEY
FAA ADMINISTRATOR
AEROSPACE EDUCATION CENTER
LITTLE ROCK, ARKANSAS
APRIL 12, 1991

Thank you. It's very good to be here today. Before I begin my remarks, I would like to acknowledge two distinguished members of Congress who are with me today. Congressman John Paul Hammerschmidt has long been a supporter of FAA and aviation, not only for Arkansas but for major aviation programs and initatives that affect the entire country. And as the ranking member of the House Public Works Committee, he is in a position to greatly influence these aviation issues. I just wanted to recognize him in his home state today so that you folks know how much we appreciate his support for the things we are trying to do to better aviation in this country. I would also like to recognize Congressman Ray Thornton, a new member of Congress from this state. Congressman Thornton is a member of the subcommittee that oversees our R&D programs. He Thornton is a key player in the process as we put forth plans and program to prepare the aviation system of the future.

I am delighted that these two distinguished members of Congress could be here with us today.

In establishing this Aerospace Education Center, you folks here in Little Rock are setting an example that I hope will be followed in other communities across the nation.

You are taking a giant step forward in aviation education at the secondary level. This project is the right idea at the right time, and I support it 100 percent.

Now I realize that you are undertaking this project primarily to strengthen education in this region and to help your young people. And that surely is the right thing to do. But I would like to point out that this project is important not only to Little Rock but to the nation.

In the years ahead, America will need <u>more</u> well-educated young people in aviation.

Our nation has the biggest, the safest, and the most efficient air transport system in the world. It must stay the biggest, the safest, and the most efficient. But it won't if we don't have the right people to fly the planes, run the air traffic control system, manage the airlines, maintain the equipment, and do the thousand and one other things it takes to keep the system going. And, it will not happen unless communities across the country understand the overall importance of aviation to their communities in terms of social and economic benefits.

Where are we going to get those people? Well, they're in our grade schools and high schools right now.

But few of them will seriously consider aviation careers -- unless we stimulate their interest. And few of them will get the education in math and science they need for aviation careers -- unless we give it to them.

So I welcome any step that will strengthen aviation education and prepare young people for aviation careers. And that is certainly what your Aerospace Education Center is going to do.

Looking at it from a national standpoint, we are simply not doing enough to encourage young people to prepare for aviation careers. We must do much more -- and soon -- or aviation in this country is going to face a severe shortage of trained professional people.

That could weaken our great air transport system. It could make it less efficient, more costly. And that could undermine our competitive strength in world markets and threaten our standard of living.

The demand for aviation professionals is growing fast. The number of airline passengers doubled in the past ten years. And it will double again soon after the turn of the Century. We're going to have more airplanes, more flights, more traffic. And that will translate into a continuously increasing need for aviation professionals -- on the ground and in the air.

But not just anyone will do. Only those with the right technical training and skills need apply.

From the very start of the Air Age, aviation has become ever more scientific and technical. That process is accelerating today. We're getting more and more sophisticated technology. We're entering the age of aviation automation, and computers are moving closer to center stage.

Pilots are still called pilots, but in the new generation of airliners they are really system monitors -- they program the computers, make sure everything goes as planned, and take over in case of emergency.

The technological revolution in the air is also happening on the ground -- in maintenance, manufacturing, and air traffic control. At the FAA, for example, we're right in the middle of a multi-billion dollar program that is giving us ever higher levels of automation. Computers are taking over much of the work of controllers and pilots.

We're preparing for satellite-based navigation, surveillance, and communication systems -- and eventually the possible evolution of air traffic control away from a ground-based system to one centered primarily within the aircraft itself.

Fifty years from now, people are going to look back and say that the 1990s were the decade in which we transformed aviation.

There's just no question that if America's air transport system is to stay the world leader, we must have the most advanced technology we can get. And if we get that technology, then we must also get the kind of highly trained and skilled people who can run it and maintain it.

Our people must match our technology.

They must be the <u>right</u> people -- with the right education, the right training, and the right skills to operate and maintain the advanced technology that's now coming on line.

But it's not going to be easy to find those people. Our schools are just not turning out enough of them. Too many high school graduates are illiterate in math and science. I'm sure that's not news to you. You've seen the same reports I have.

How bad is it? Well let me give you a startling -- and depressing -- fact. Believe it or not, according to the American Association for the Advancement of Science, less than half of all Americans know that the earth goes around the sun once a year. Think about that.

Study after study show that American schools and American students trail their counterparts in many other nations.

No wonder that a large percentage of employers report a serious shortage of skills in their employees and job applicants. As technology advances in the years ahead, that gap may worsen -- with very undesirable results for American efficiency and productivity and our ability to compete in tough world markets.

The education we give our youngsters must keep up with evolving technology. That means we've got work to do.

At the collegiate level, only about 450 of our colleges and universities offer programs in aviation. I wish we had a thousand, because these institutions are our primary aviation supply line for people with a solid grounding in math, science, technology, and management.

The FAA does provide some limited financial support for a number of colleges and universities through our Airway Science program. But I wish we had the resources to do a lot more. And maybe some day we will.

However, I am glad to report that this summer we are substantially strengthening our effort to interest young people in aviation careers. When I became Administrator, I started a new program of Aviation Career Education Academies which offer one and two-week programs to give high school students a thorough look at aviation careers. During this 3rd summer, the program will be offered at about 20 colleges and government facilities across the nation. And we expect to expand it to every state in the future - hopefully, next year.

In addition, we're establishing aviation resource centers that will make aviation educational materials readily available at schools and other facilities.

So we're doing what we can -- but not nearly as much as we'd like to do, because we're operating on a shoestring.

Last year, I set up a task force on aviation education to look at the nation's requirements and to see what the FAA could do to increase our support. We got a number of good recommendations, but many of them will require Congressional action.

Any expansion of our educational programs, however desirable, will require more funding. As we all know, this is the Era of the Tight Budget -- and I do mean tight. So we have to set our priorities very carefully. And that really means we can't do all that we would like to do.

But we're trying -- and we'll keep on trying. You can count on that.

Now, even though we cannot offer any direct financial support to the Little Rock Aerospace Center, I want you to know that we are going to help in a number of ways.

We're going the help develop the curriculum. We're going to help train teachers. We're going to designate the Center's library as an FAA Resource Center, and we'll furnish books, computer software, and other educational materials. And we're going to work to help the Center get access to simulators, aircraft, and other equipment.

In addition, we're going to do our best to see that the Center gets the national recognition it deserves. We want other cities to know about the great things you folks are doing here.

Later this year, for example, we're going to hold the first national Aviation Magnet School Conference right here in Little Rock.

Last but not least, we're working with the community leadership to explore the possibility of securing grants from the National Science Foundation, the U.S. Department of Education, and other public and private institutions.

Now I see a bright future for young folks who want an aviation career. With the right education and the right motivation, they'll make their mark -- as pilots, air traffic controllers, technicians, travel agents, lawyers, engineers -- you name it.

The opportunity's there. And you folks in Little Rock are going to help them seize those opportunities.

This magnet school will demonstrate your community's commitment to a first rate education for your young people -- especially your minority students. As you realize, minorities are still under-represented in technical fields. So by giving them a head-start in aviation education, Little Rock will be helping to correct that imbalance.

The Aerospace Center will offer a unique approach to aviation education that I believe will help Little Rock and that will serve as a model for upgrading aviation education in other cities. They'll be watching what happens here, and some will surely follow your lead.

This is the first time that a magnet school and an aviation museum have been planned together from the ground up. That's never been done before. And that, I believe, is a reflection of your vision and community spirit.

You have forged a wide-ranging partnership involving the private sector, state and local government, and the educational system of the community...and many individual citizens. Your partnership includes the Arkansas State Legislature, the Arkansas Aviation Historical Society, the Aerospace Education Center Campaign Committee, the Little Rock Airport Commission, as well as the Little Rock School District, the City Little Rock, and many others.

I know how difficult a task this must be. But we can all be sure that the final products--the new school and the students it will serve--will be well worth the effort.

I believe that you--as a community--are showing the Nation what can be done when everyone works together to achieve a truly worthy goal.

As I said earlier, I support you 100%. And I am going to make sure that FAA does everything within its power to help.

Finally, in recognition of Little Rock's superb leadership in aviation education, I want to present to you--as a community--my "Championship" Award for Excellence in Aviation Education.

This "community" award is in recognition of the contributions of the many individuals and organizations within your community which have pulled together to accomplish this mission of great significance to the Nation in aviation education.

This award identifies Little Rock as a community with strong leadership in aviation and education...and a community which cares about the future of both.

It is our way of saying "Congratulations! And thanks for a job well-done." Now, if I could ask Mayor Priest representing the City of Little Rock, and Drs.. Mitchell and Steele representing the Little Rock School District to join me:

[AWARDS WILL BE PRESENTED TO BOTH THE SCHOOL DISTRICT AND THE MAYOR]

I am pleased to present this award today to the Community of Little Rock. I am presenting it JOINTLY to the Little Rock School District, represented by Drs.. Katherine Mitchell and Ruth Steele and the City of Little Rock, represented by Mayor Sharon Priest.

Thank you all for your continuing interest in and support of the Aerospace Education Center. We appreciate the community spirit we have experienced here...and we look forward to working with all of you folks in great task of keeping America's air transportation system the best in the world.

Remarks By James B. Busey, Administrator
Federal Aviation Administration
Aviation Week Awards Ceremony
Washington, DC - April 17, 1991

It's a real honor to be here tonight and participate in this awards ceremony. It's not every night you get to sit down to dinner such a distinguished group of achievers.

In collecting my thoughts for tonight's event, I was thinking what a shame it is that this sort of awards presentation is not shown on television like the Oscars, the Emmies, the Tonies, the Grammies and all the rest.

It's just that I believe our leaders in business and industry get far too little recognition in our society. That's ironic because we hear so much today about providing our young people with positive role models. Yet what we give them instead is a steady diet of so-called "celebrities" who, despite money and fame, frequently turn out to be less than we would hope for our own children and grandchildren.

So Aviation Week is to be commended for its efforts to redress the balance. The people being honored here tonight represent the very best that the aerospace community has to offer both in this country and abroad.

They are the real heroes in our society -- the people who keep the planet turning on its axis by virtue of their vision, their leadership, and their example.

And, certainly, no one is more deserving of his award than Fred Smith of Federal Express. He not only created a new company and a new industry; he also added a new verb to the language.

You've all used it yourselves many times: "FedEx the contracts immediately so we can close this deal."

Moreover, Fred, himself, is something of a role model for other executives in both industry and government. His management philosophy of putting people and service before profits is one that has universal appeal.

It's the way the management schools tell us we ought to run our organizations: Take care of your employees and your customers, and the profits will take care of themselves.

Of course, that requires a certain amount of faith, doesn't it? What CEO wants to go before the Board of Director after a losing quarter and say, "You see, I was trying out this new theory..."

But Fred is a True Believer. Of course, it helps that he's also the CEO, President, and Chairman of the Board.

Still, he had the vision to put his theory into practice and the initiative and drive required to make it work. The rest you know. Federal Express is one of the great American success stories of recent times.

That's true any way you want to measure success -- employee satisfaction, customer satisfaction, and what the accountants -- and everyone else these days -- call the "bottom line."

The selection of Federal Express to receive the 1990 Malcom Baldrige National Quality Award for service is just another chapter in the success story. So is tonight's award from from Aviation Week.

So it's my great pleasure to present this beautiful Aviation Week Aerospace Laureate Award to Frederick W. Smith, chairman, president and CEO of Federal Express, in recognition of his outstanding contributions in the category of Commercial Air Transport.

Congratulations, Fred. The honor is richly deserved.

REMARKS FOR
FAA ADMINISTRATOR JAMES B. BUSEY
U.S. SAVINGS BOND CAMPAIGN
FAA HEADQUARTERS
APRIL 17, 1991

It's good to see so many employees here for the kickoff of the U.S. Savings Bond Campaign. I sincerely hope this enthusiasm lasts throughout the campaign.

Let me say this right at the outset: participating in this campaign is important for you as individuals. And it's important for the country.

For a half century, the U.S. has been using Savings Bonds to help manage the debt. Savings Bonds--as War Bonds--literally helped America win World War II.

So, I want to talk briefly about U.S. Savings Bonds from both perspectives--as a smart savings device and as a help to the country.

I won't spend much time on the personal benefits of Savings Bonds. Ken Quinn, who is heading up our campaign this year, will talk to you in more detail about this.

But, let me just add a personal note. We all know how difficult it is to save money these days. Hard as we try to put something aside, there always seems to a good reason why we can't.

And, in my mind, that's one of the major advantages of buying U.S. Savings Bonds--especially through payroll deduction. It's a virtually painless way to save because you can adjust the amount deducted to suit your circumstances.

In addition, after a short while, you'll find you won't miss the funds that have been set aside. Meantime, though, those savings are accumulating. And, then, when that rainy day comes along and you need the cash, it'll be there for you.

As Ken will explain, there also are tax advantages to Savings Bond. And as we just completed filing our income tax returns, we know what an important factor that becomes this time of year as we struggle to find ways of reducing our tax burden.

An important new wrinkle to this tax advantage is that the interest on savings bonds is now completely tax-free when used to pay for college tuition. I urge you to take a serious look at this.

This advantage was not available when my kids were growing up and my wife and I were faced with the prospect of paying their college tuitions. I wish it had been. It would have been an enormous help.

Now, let me take a broader perspective and look at Savings Bonds as the Treasury Department sees them--as a way to save taxpayers' money. And this the where the debt management I mentioned earlier comes in.

Here is the reason debt management is necessary in the first place. Each year, the U.S. collects money in the form of taxes, user fees, duties, and the like. Most of these go into the Treasury's general fund.

At the same time, up on Capitol Hill, the Congress appropriates money for programs of all kinds. If more money is appropriated or spent than the money the government collects, the Treasury sells what are called "debt instruments" to make up the difference.

U.S. Savings Bonds are a critical component of these debt instruments. They are a relatively cost-effective way of funding the Federal debt. In fact, they save approximately $70 million per $1 billion sold compared to other Treasury debt instruments, such as Treasury bills and notes that are sold on the open market.

So, participating in the U.S. Savings Bond program is a very patriotic thing to do. Today, some 30 million Americans in 23 million households now own at least one Savings Bond. Approximately, 14 million Americans buy Bonds annually. And by doing so, they are helping the U.S. enormously and helping themselves to boot.

This is all the more critical these days as we face a seriously budget deficit situation. Today, debt service costs account for 14 percent of the Federal budget. That is clearly unacceptable.

But, we should not waste our time pointing fingers and looking for the villains who got us into this situation. What we really need to do is try to resolve the situation. And we can all do our part, roll up our sleeves and pitch in.

And that's what I am asking you all to do--get involved in this Savings Bond program. That's the best way you can pitch in.

To sweeten the pot a little bit and maybe spark some spirited competition between offices, every week we are going to have a raffle and award prizes for those who have done the best the previous week.

Ken and his folks will be talking to you about those when they get them all lined up. But, as I understand, one of the prizes being worked on is a lunch at the White House.

So, with that, let me turn things back over to Ken. Thanks for coming and do yourselves and the country a favor: buy U.S. Savings Bonds.

Thank you.

REMARKS BY ADMIRAL JAMES B. BUSEY
FAA ADMINISTRATOR
BEFORE THE AMERICAN INSTITUTE OF AERONAUTICS
AND ASTRONAUTICS
ARLINGTON, VIRGINIA
APRIL 30, 1991

Thank you very much. It's a pleasure to be with you today. I very much appreciate this opportunity to say a few words to the nation's oldest and largest professional society in science and engineering for aviation and space.

Looking at your program and the list of distinguished speakers, it's obvious that you are in for three days of interesting and profitable discussion of America's major aerospace policies, programs, and issues.

You could not have chosen a more appropriate theme for your annual meeting -- which is, as you know, Aerospace 1991: The Changing Course. I'm sure you'll agree when I say we are truly at a major turning point in the history of aviation.

Today we are literally transforming the art and science of flight. What is past is prolog. The ideas now coming from our most creative minds, the projects that are taking form in our research labs, and the sophisticated technology that is increasingly common in aviation -- all of this will create a golden age of aviation that will extend the marvels of modern air transportation to the whole world.

Today, then, I want to give you my view of some of the opportunities and challenges that lie ahead as we create the air transport system of the future.

Let's start by taking a look at where we are right now.

Today air travel is a key intercity mass transport system in the United States. In fact, we have the biggest single air-travel market in the world, with more than 40 percent of the world's air passengers.

Civil aviation is a major contributor to our national economy. It generated nearly 600 billion dollars worth of economic activity and created more than 8.5 million jobs in 1989.

In that same year, our aerospace industry grossed more than 105 billion dollars, and its order backlogs totalled a fantastic 223 billion dollars. The industry is our leading positive contributor to our balance of trade.

Safe and efficient air transportation is important for millions of passengers every day, and it is essential to the health of our national economy, to our standard of living, and to the competitive strength of American business in world markets. And I would remind you that every market today is a world market.

So, on balance, the picture is positive. Our aerospace industry is serving the nation well. And it is serving the world well too. More than 80 percent of the world's commercial jet aircraft are either of U.S. manufacture or depend on America for major components.

But we must not fall into complacency. We can't sit back and let the autopilot do the work. We've got to fly hands on.

There are opportunities ahead. But there are also challenges -- and problems that must be dealt with, at home and abroad.

Here at home we are going to have to deal with cutbacks in the defense budget and changes in defense strategy. The level of future space spending is also in doubt. And there is real concern, of course, about the economic health of our airlines -- which represent our most reliable, bread-and-butter market.

You'll be covering space and defense tomorrow, so I'll stick to civil aviation today.

As you all know, the recent poor economic performance of large air carriers around the world has cast a major shadow over the aerospace industry's future, at least in the short term.

Airlines have been hit hard by higher fuel costs, reduced demand for air travel because of the recession and the threat of terrorism, heavy interest payments on long-term debt, and high labor costs.

The result is that our airline industry in CY 1990 incurred an operating loss of approximately two billion dollars and a net loss estimated at almost four billion dollars -- the greatest annual loss in history. Eastern went out of business, and Continental, Pan Am and Midway are under bankruptcy protection.

Now all of this has created real concern about the airlines' ability to complete their aircraft purchasing schedules.

Of course, no one can predict the future. As one economics professor said, "if you must predict the future, do it often."

Generally, though, the outlook is now turning a bit more optimistic. Many economists are predicting an end to the recession later this year.

When that happens, the volume of air passenger traffic should pick up, -- we see signs of that now, -- and our airline industry should be able to breathe easier. In fact, already I'm hearing about increased enplanements along trans Atlantic, trans Pacific and Latin and South America routes. And that would be good news indeed for aerospace manufacturers.

Looking a little further ahead, I'm confident that the nineties will see continued growth in American civil aviation.

The FAA's recent annual forecast, covering the next twelve years, foresees an annual increase of just over four percent a year in domestic air carrier revenue passenger miles and a 6.4 percent rise in international revenue passenger miles. (Largest growth to Pacific)

Our regional and commuter airlines will also achieve steady growth through the period. General aviation, however, will grow very slowly -- except for business flying, where we expect the turbine powered business aircraft fleet to grow by almost fifty percent over the next twelve years.

The FAA and the Department of Transportation intend to do everything we can to help strengthen civil aviation.

I'm sure you've heard of Secretary of Transportation Sam Skinner's recent initiative to allow foreign investors to hold to 49 percent of an airline's equity, while keeping foreign ownership of voting stock to the current 25 percent statutory limit.

In easing the restrictions on foreign investment in our airlines, the Secretary has acted to give our airlines greater access to much-needed foreign capital that will increase their competitive strength. And he has set the stage for them to participate more fully in the globalization process that is transforming commercial aviation around the world.

As the Secretary said: "This new approach is an acknowledgment of the changing nature of the airline industry, as the integration of domestic and international operations is moving the industry toward one of truly global airline companies ... U.S. carriers must stay ahead of the pack in the move toward globalization."

There has been wide support for this new policy. The New York Times said it is "...an important first step in turning around an overly protectionist U.S. policy." And the Wall Street Journal said: again I quote "The flight path Secretary Skinner has filed for the nation's transportation policy strikes us as both sound and safe. It relies on improving the operation of a deregulated industry, not returning to the second-guessing of government."

The Journal added that with more competition in the industry, "there is every reason to believe that once the economy improves, the U.S. airline industry can come back stronger than ever."

The DOT is also exploring the possibility of entering into more liberal aviation agreements with our trading partners.

Right now, for example, we're in the process of negotiating a new open-skies agreement with Canada that could ultimately be expanded to include cabotage rights that will allow each nation's air carriers to carry passengers and cargos between two or more points within each country. This would, of course, require legislation.

In addition, we've proposed an open-skies initiative to the United Kingdom, France, and Germany that would open up our aviation markets and let our airlines and theirs expand wherever and however the market dictates. So far, they aren't interested, but we have demonstrated our willingness to move in new directions.

We believe these agreements could create a larger market for our carriers and allow better air services for travelers and shippers.

So I think our air carriers and you folks in the aerospace industry can feel fairly confident about the future. The opportunities will be there for you -- but they won't be handed to you on a silver platter. You're going to face increasingly tough competition from hungry foreign competitors who are eager to invade your markets.

But most of those issues are not directly in my portfolio as FAA Administrator and besides I don't need to lecture you on that -- it's always been a fact of business. The only difference is that now the competition is tougher, more determined, and more competent.

Your biggest opportunity, I believe, will be to help us build the air navigation, communication, and control system of the future. This will be a global opportunity -- one that will start in our country but quickly move beyond our borders.

What kind of a system do we have in mind? Well, we're going to acquire capabilities that no one dreamed possible a short while ago.

Air traffic control, in the air and on the ground, will be highly automated. Navigation, surveillance, communication, and control will be satellite-based. Communications will be mainly through incredibly fast and accurate digital data transmissions. And highly advanced radar systems will give us faster, more accurate surveillance and weather information.

We'll have flight management computers, MLS, Mode S, Data Link, Loran C, ADS, TCAS -- the list of technological advances is almost endless. In fact, it is endless, because this system must adapt to new technology as it evolves.

The future system will give us greater safety, greater efficiency, greater capacity. It will serve all user needs. It will accommodate the full range of aircraft. And it will be truly international.

It will build on the advances already coming along under the original NAS Plan. However, the NAS Plan didn't reflect the fact that a capital investment program for the nation's air system must be a never-ending process that keeps pace with advancing technology.

So we've moved to a new planning document in the FAA, the Capital Investment Plan, which goes beyond the original NAS Plan and will be updated every year.

Now, of course, to modernize our air control system we must step up our level of capital investment. We've proposed a 14 percent funding increase in fiscal 1992 that will include a 29 percent increase in investments in facilities and equipment for such major items as the Advanced Automation System, the Voice Switching and Control System, long range radars, automated weather observing systems, and facilities to provide increased capacity at major hub airports.

This higher level of capital investment will continue for a number of years and should bring new business opportunities for many of your companies -- opportunities that should expand, as we work with other nations to help them reach world class standards.

There is wide agreement that the air traffic control system of tomorrow must be a global system. And it must be the best we can build.

How can we make the global system good enough? Well, pattern it after the best we have today -- which is, of course, America's air traffic control system.

One of our major goals is to get the leading aviation nations to work together to create a high level of commonality in our airspace management systems, in air control procedures, and in our new technology -- GPS, Glonass, MLS, and all the rest.

As I mentioned, the modernization of air traffic control systems around the world should create new opportunities for America's aerospace companies.

One expert recently concluded that the "U.S. aerospace industry correctly perceives that its great future market, especially for the civil sales that seem likely to become an ever stronger part of its product mix, lies outside the United States."

There's just no doubt that tremendous new markets may open up in the Soviet Union, Eastern Europe, China, Southeast Asia, and other regions.

One of our goals at the FAA is to speed-up this globalization process. Right now, for example, we're working with our counterparts in the Soviet Union to see if we can establish a bilateral agreement that could eventually lead to U.S. certification of several Soviet airliners that will use American engines and avionics. And speaking of Glonass and the Soviets, we and the Soviets exchanged just last Saturday in Montreal commercial GPS and GLONASS satellite receivers -- a big step forward for global navigation.

If we succeed, it will open a new market in a major nation that has been largely closed to your industry in the past.

Now I want to turn to a couple of areas where we must depend on all of you folks to give us the technology and systems we need to move ahead.

The first area is safety. The record is good -- and it's getting better all the time. Accident rates have declined steadily year after year, for many years. Last year, our part 121 operators had the second lowest accident rate in ten years. Commuters, air taxis, and general aviation all had the best year on record, ever.

And I think the record is going to get even better as a result of the safety initiatives we have taken, some of which depend on avionics systems that come from our aerospace industry.

These include ground proximity warning systems, Mode S transponders, TCAS II, and onboard windshear warning and flight path guidance systems for airliners.

Coupled with the transition to satellite communications, navigation, and surveillance, these new requirements represent solid opportunities for sales to aviation system users. They also represent major challenges to your research and development programs.

I also want to challenge you to take another look at the R&D you've done in the defense area to see if any of that technology can be converted for application to the commercial world. The FAA can't identify all of those possibilities. Only you folks can do that.

Let me give you an example of the kind of technology we need. It would be great if we could get a low-cost, micro-miniaturized, data link capability in the cockpits of our general aviation and business aircraft. I don't know if that's possible. And I don't know how much it would cost if it is possible. But I suspect it is possible and affordable.

You've got to give us the answers -- if there are any.

I mentioned general aviation because, with the exception of the business sector, it is not nearly as healthy as it should be.

Why? High costs, primarily. They've driven a lot of pilots out of the air. They've kept a lot of would-be pilots from learning to fly. And they've virtually destroyed our light-plane manufacturing industry.

I don't think there are any easy solutions to this problem. But I can tell you that the extremely high cost of product liability insurance for aircraft manufacturers has boosted the price of new planes well beyond the reach of most general aviation pilots.

The final challenge -- and business opportunity -- I want to mention today is to help us develop the new technology that will make our security programs even more effective.

I'm sure you are familiar with what we've done to counter terrorist actions, especially since the Pan Am 103 tragedy. If you travel by air, you've experienced our tighter security procedures.

We've made a series of improvements in our security staffing, in airport and baggage security rules, and in our working relationships with other countries. And we've moved to develop new technology for weapons and explosive detection.

So we're on the right track. But we must continue to refine and improve our programs and technology -- which brings me to my final challenge to you today.

Once again I would ask you to look at the R&D you've done in the defense area to see if you can help us on the explosive detection problem. In particular, I need help right now in ways to screen cargo and mail.

As you know, TNA is the only technology we've got that's operationally available to screen for plastic explosives. But, we are examining a wide range of emerging technologies that could be brought to bear on this problem.

We also have taken a very active role in supporting research and development into explosive detection systems. In fact, the lion's share of the $30 million in this year's budget for security-related R&D is being used directly for work on explosive detection system concepts.

So we'd love to discover new breakthroughs in explosives detection technology. But, at the moment, TNA is the only game in town.

While I think our experts are familiar with most of the work in this area, you folks have done a lot of independent research and development so there may be an application or a technology that you've developed for another use that would help us solve this problem.

America is the world's leading aviation nation. Our science, our technology, our creativity, and our will to succeed have made us the envy of the world. American aircraft, American avionics, and American air traffic control set the standards by which every other nation measures its accomplishments.

As I look ahead, I see our nation continuing to lead the aviation world. I know that all of you folks and your colleagues will continue to play a key role in keeping us on top. And I look forward to working with all of you to meet the challenges I've outlined today. Aerospace in 1991 does indeed present us with a changing course. Are we ready to meet the challenges this presents us in commercial aviation. I think so.

Thank you.