REMARKS BY ADMIRAL JAMES B. BUSEY
FAA ADMINISTRATOR
BEFORE THE GULFSTREAM AEROSPACE CORPORATION'S
ANNUAL WORKSHOP
SAVANNAH, GEORGIA
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Thank you. It's great to be with you today.

As the FAA Administrator, I talk to a lot of aviation groups every year. And I can usually describe each one of those groups by a word or two. Each one is different.

So how would I describe you folks? Well, that's easy. You've got to be the luckiest people I've met in a long time.

Why? Because you get to maintain and fly some of the best aircraft in the world.

If you asked me what's the most enjoyable thing about my job, I'd tell you it's the left-seat time I get in our G-4. Flying that plane makes all the frustration and hard work of this job worthwhile. It helps me keep my sanity.

It's a fantastic aircraft and a joy to fly. As you know it's always the best looking plane on the ramp. But it's more than that -- it's a great workhorse. It earns its keep.

We use our G-4 for all kinds of trips. We often fly National Transportation Safety Board investigators to accident sites. In the past two years, for example, we flew them to Ethiopia, Chad, Columbia, and Guatemala. We recently flew a security assessment team to Haiti. And we took a joint U.S./Soviet airspace working group to Anchorage, Alaska, and Anadyr, Russia.

So it's a useful, beautiful, powerful plane, and I feel privileged to get to fly it once in a while.

Now before I get to my main topic today, I want to say that I'm very happy about the steady improvement in general aviation safety.

Last year the accident rate for general aviation was the lowest since the NTSB started keeping track back in the 1960s. The rate per hundred thousand hours has gone down each year for the past eight years, and the number of accidents and the total fatalities last year were the lowest ever recorded.

Now that's good news. But that's not all. There's really great news about your part of the spectrum -- corporate flying. Today it's as safe as flying with a major airline. A decade ago it was nine times riskier.

That's a fantastic improvement. And you folks should be proud of it.

I think that excellent safety record goes a long way in explaining the rapid growth of corporate aviation. Business executives have confidence in their corporate aircraft and the pilots who fly them. And that confidence is fully justified by the superb safety record.

I'm sure you know that general aviation in our country is not as strong as we'd like it to be. But there is one exception. The FAA's most recent aviation forecast predicts strong growth in the business sector.

During the next 12 years, we expect the turbine powered business aircraft fleet to grow by almost fifty percent and the total hours flown annually by turbine powered aircraft to increase by more than 55 percent.

So you've got a great future ahead of you -- a future that you've earned, in part, by constantly striving to improve the safety of your operations.

But that bright future -- for you folks and for all the rest of aviation -- will not come without some tough challenges. Aviation and modern communications are making the world smaller and smaller.

Now what does this mean for all of us?

We used to have domestic markets. Now we have world markets. They are far more competitive than anything we have known before. Yet they also present tremendous opportunities.

Obviously, Gulfstream is going to meet that competition and capitalize on those opportunities. In my view, Gulfstream's proposal to produce a supersonic business jet in partnership with the Soviet Union represents the kind of vision that'll keep this company on top -- and the kind of vision that will keep America's aerospace industry on top as well.

Of course, there are some tough problems related to the Gulfstream supersonic venture. We still don't have an answer to the environmental problems of supersonic flight. And we need a bilateral agreement with the Soviet Union on aircraft certification.

We've got to understand a lot more about how they do things over there -- their construction processes, parts certification, airworthiness estimates, oversight systems, and many, many other things. That will take time. But we're working on it.

Just as we used to have primarily domestic markets, so also we used to have a domestic air transport system. Today it is rapidly becoming international.

National borders really don't mean much any more. People cross borders and oceans as if they didn't exist. Not only is air travel becoming more international, but so is aircraft manufacturing. The day of the international aircraft has arrived.

You've probably heard the old saying that an airplane is a collection of spare parts flying in close formation. Well today you could say an airplane is a collection of parts from all over the world flying in close formation.

In addition, airplanes are being operated on a global basis too. It's not uncommon for one to be certificated and manufactured in one country, owned or leased by a company in another country, and operated and maintained by a company in a third country.

Of course, in that situation, it's nearly impossible for a single government to monitor effectively the safety of an aircraft's operations and maintenance.

How can we best monitor the maintenance of such a plane?

How can we assure the operational safety of an aircraft that is rarely or never flown in American airspace?

And, with ever rising traffic volumes, how can we maintain the efficiency and safety of the international air traffic control system?

I believe the best way to do those things -- in fact, the only practical way -- will be to get greater harmony in the aviation rules and regulations of the major aviation nations. And I have made that a primary goal for the FAA.

A year ago, I challenged a joint meeting of the FAA and the European Airworthiness Authorities to move faster toward commonality in our rules and regulations. I'm glad to say that I found wide agreement on the need to do that.

We've been fairly successful in harmonizing our certification standards. Now we're doing the same thing on the operations side, where we're zeroing in on the issues related to flight-time limitations, operational procedures, and operator certification.

In the maintenance area, we're working hard to harmonize the regulations covering aviation repair stations. But this will require the negotiation and implementation of extraordinarily complex agreements -- and it will take time.

I know that many of you are flying U.S. registered aircraft in other countries, and you are naturally concerned about the availability of approved maintenance facilities in other countries.

Unfortunately, we haven't been able to do everything we'd like to do abroad. We need more people. But we're finding it very difficult to get the required approvals to increase our civil aviation safety staff overseas. The result is that we're now a couple of years behind.

In the European region alone, for example, we've got a backlog of 157 pending applications for FAA-certificated repair stations -- and that's almost double the 166 facilities that are currently approved.

Of course, the harmonization of world aviation regulations that I mentioned earlier will help, and we're doing everything we can to speed this process along.

But the factors creating the international workload -- increasing worldwide traffic and the globalization of aviation operations, manufacturing, and maintenance -- simply will not wait while we staff up and get the agreements we need.

Anyone who flies regularly knows from experience that at certain times and places the air transport system, here in the U.S. and abroad, has more traffic than it can handle. In many places around the world, we are struggling to handle the traffic efficiently and safely.

As air traffic continues to grow, congestion and delay will also increase. So, in addition to harmonizing our rules and regulations, we must also move vigorously to improve the air traffic control system, not only in our country but around the world. If we don't, we will surely suffer a decline in efficiency and possibly in safety as well.

None of us want that to happen.

Now we can't create any more airspace. But we can do a better job of using what we've got. And that's why we're investing billions of dollars to build the ATC system of the future.

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 new 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 <u>is</u> 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.

We're working right now with the other leading aviation nations and ICAO to create that future system.

As you know, the 24-satellite Global Positioning System will be in place in a couple of years. It will overcome the limitations inherent in ground-based navaids, especially over oceans and remote areas, and give us far more accurate navigational fixes.

We're running an operational test of GPS right now, and early results show signifcant savings in flight time and fuel costs. Eventually we're going to use GPS as the foundation for a reliable, accurate, worldwide ATC system.

We're also currently running an operational test of the Automatic Dependent Surveillance system -- ADS, for short. Here, too, the results are very good.

The ADS system uses onboard computers and satellites to relay accurate and timely position reports from aircraft flying over oceans and other areas that are not covered by radar. It will give us a number of operational improvements, including significant increases in system capacity.

The advanced technology that we're getting -- on the ground and in the cockpit -- may someday allow us to hand over more control to the onboard aircraft systems and to the pilots. We'll be able to operate with less control from the ground.

I could go on for the rest of the day talking about what we're doing to build the command and control system we've got to have to meet our future needs.

But I've said enough to show you that we're serious about building a system that will serve America and the world well into the next century.

Finally, I want take a moment to talk about what we're doing to deal with the growing problem of airport traffic restrictions.

One of the major problems facing American aviation -- indeed aviation in all advanced countries around the world -- is the problem of aircraft noise. It's an issue that generates a lot of emotion -- so much so that in many communities it has stopped airport improvement and expansion. And it has given rise to operating restrictions at hundreds of airports around the world -- more than 400 in the U.S. alone.

Many of you, I'm sure, have run up against these restrictions. And I'm sure you don't like them any more than I do.

Now I sympathize with people who are affected by aircraft noise, and I know that all of you share that concern. But I am equally as concerned about the possible adverse effects that can flow from unwise restrictions on airport operations.

With increasingly tough competition in world markets, we must not do anything that will unnecessarily raise the cost and reduce the efficiency of air transportation.

So we must find workable solutions to the aircraft noise problem. But those solutions cannot be one-sided. We must reduce the environmental impact of aircraft noise without reducing the efficiency of the nation's air transport system. And I think we can.

The way to do that is spelled out in Secretary Skinner's National Transportation Policy, where he called for a uniform national aviation noise policy that would take into account both local and national needs.

Fortunately, the Congress agreed with the Secretary. Last Fall, it enacted the Airport Improvement and Capacity Enhancement Act of 1990, which mandates the development of a national noise policy and the phase-out of the older and noisier Stage 2 airplanes by the end of the 1999. That's about ten years sooner than would happen through natural attrition.

Secretary Skinner said this is "...the most significant piece of aviation legislation since deregulation." And I agree.

Now, at last, we have a way to deal with local environmental issues without restricting the growth and future efficiency of the nation's air transport system.

Earlier this year, we held hearings on a couple of new rules that are required by the law, and we're now studying the comments we received.

One of these rules will set the schedule for the Stage 2 phaseout, and the other will govern local restrictions on the operations of Stage 2 and Stage 3 aircraft. In our proposal, an airport that proposed noise or access restrictions on Stage 2 aircraft would be required to give public notice of the restriction at least 180 days before the effective date. That would give everybody a chance to comment in advance.

Our proposal an restrictions on Stage 3 aircraft would be even tougher. We would require Federal approval before such a restriction becomes effective.

Now I know you're interested in how we propose to treat Stage 2 aircraft weighing less than 75,000 pounds. Should we treat them as Stage 2 or Stage 3?

We received a lot of comments on that question, including those from Gulfstream some saying we should treat them the same as all other Stage 2 aircraft and some saying we should treat them as Stage 3 aircraft. We are carefully reviewing this matter.

In the proposed rule, we made the tentative decision to treat them the same as other Stage 2 aircraft.

I must say that Gulfsteam's comments were very informative on the safe yet aggressive noise abatement flight procedures that can be used for light Stage 2 aircraft.

I know that some of you who fly planes as powerful as the G-4 use reduced thrust on takeoff whenever possible. One pilot called it his good neighbor policy. If that procedure could be used extensively, it would help reduce the noise effect of the e aircraft.

So I think we have, at last, found a way to deal with aircraft noise problems and to reduce the potential for further operational restrictions. You can count on it. We're going to do our best to make this aviation noise policy work.

Well, I've talked long enough. As I said, the increasing internationalization of aviation is creating both problems and opportunities. I think you can see from what I have said that we know how to solve those problems. We have the talent and the resources we need. Now we must get on with the job of building a truly global, 21st Century air transport system.

Thank you.

REMARKS BY ADMIRAL JAMES B. BUSEY
FAA ADMINISTRATOR
AWARDS FOR PROFESSIONAL ACHIEVEMENT AND EXCELLENCE
FAA TECHNICAL CENTER
JUNE 7, 1991

It's always a pleasure to participate in a program honoring FAA employees for outstanding performance.

Excellence is our goal as individuals and as an agency. But, we never want to take it for granted. So, it's important from time to time to throw a spotlight on individuals and groups who have excelled.

In distinguishing themselves, they distinguish us and the public service profession in the process. So, as colleagues, we owe them our thanks.

Today, we are here to honor the recipients of the Technical Center Awards for Professional Achievement and Excellence. They are the Center's 1991 "Best of the Best," as Harvey likes to describe them.

You recipients should take special satisfaction and pride in these awards. You were selected through a peer nomination and selection process. And there is no greater compliment than to receive the recognition and esteem of one's peers.

I am impressed by the professionalism and commitment to excellence that is so evident in these award recipients. I also am impressed by the group's diversity--males, females, minorities and people of various age groups. It shows that we are making some progress in promoting a greater diversity in the work force.

I know the Tech Center is committed to this goal. Earlier this year, at FAA Washington headquarters, I had the honor of presenting the FAA Administrator's Award for Excellence in EEO to four Tech Center employees. This is four out of 28 winners from FAA nationwide, mind you, so this speaks for itself.

Workforce diversity, along with the skill and dedication we are honoring today, is a critical ingredient for achieving our goals as an agency. Having a diverse, multicultural, multiethnic workforce provides a richer, broader perspective on issues and problems. This is particularly significant as aviation increasingly becomes international and global in scope.

Also, since demographic projections show that women and minorities will make up an increasingly larger share of the workforce in the year 2000, we need to start recruiting and training them now. The stakes are high. In fact, the continued preeminence of the US and the FAA in world aviation hinges on how well we do in this regard.

So, while we still have a way to go, it is very encouraging to see the progress that is being made. Here at the Tech Center, for example, women are breaking into traditional male job categories.

For the first time, I understand, you have a female woodcrafter in the carpenter shop and a female structural engineer. In addition, you have placed three graduates of the Women's Executive Leadership Program, two of whom are minorities.

So, I congratulate you on this achievement. But, now, let's turn to the awards at hand. There are thirteen categories of awards.

We have an award for the employee or employees who have made a substantial contribution to the improvement or continued operation of the NAS program. There is another award for the employee involved in professional society activities and judged to have provided the greatest scientific contribution to aviation. And there is the Director's award that goes to the employee who has best exemplified excellence or achievement in contributions to the Technical Center.

These are all noteworthy awards. But, for the sake of brevity, let me focus for a moment on just one--the Human Relations Award. I would like to congratulate all those who were nominated for this award. It's an honor just to be nominated, so I consider you all winners. And that goes for the other categories as well.

The recipient of this year's Human Relations Award is one of those rare individuals who graces the lives of all whom she comes in contact. She gives of herself on a daily basis. And she can never say no or turn aside when she sees people in need.

Maggie D'Ambra is a shining example of human relations at its best. Over the past two years, Maggie and her family have opened their hearts and home to foster children, offering them the opportunity to experience firsthand a loving and caring family.

Her kindness and generosity provide these children the opportunity to look forward to the future with hope, and she is giving them the chance to become caring and productive citizens in their own rights. The ripple effect of this on future generations is incalculable.

So, Maggie, I would like to add my personal thanks to the special recognition you have already received from Secretary Skinner for the love and dedication you give to these children. You are helping create a better world for all of us. And I am honored to present you with the Technical Center's Human Relations Award. It's a small world after all, and it shines a little bit brighter because of you.

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AVIATION: THE INTERNATIONAL CHALLENGE
REMARKS BY ADMIRAL JAMES B. BUSEY
ADMINISTRATOR
U.S. FEDERAL AVIATION ADMINISTRATION
BEFORE THE TECHNICAL CONFERENCE
AIR TRAFFIC CONTROL ASSOCIATION
BRUSSELS, BELGIUM
JUNE 10, 1991

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

In my view, the world of aviation is challenged today as never before in history. The time has come to build a truly international air transportation system. And we must do it in this decade. Time is running out.

We know <u>how</u> to build that system. We know <u>what</u> must be done. And we have the technology to do it. What remains is for us to demonstrate the desire and the determination to do the job. We need a sense of urgency. We need to commit ourselves completely to our common goals. We need to work together in a spirit of creative cooperation.

Nothing less will do.

Why is this task so urgent? Well to answer that you have only to look at the trends in international air transportation.

Everywhere you look, you will see growth -- steady, continuous growth -- in the volume of traffic, in the numbers of passengers, and in the tons of freight.

International air traffic is growing at a rate far exceeding the growth in domestic activity. For the past decade, world airline traffic has been growing steadily at 6 to 7 percent a year. Even economic slowdowns have little effect on this relentless growth in traffic.

Every forecast I've seen says that that growth will continue. There's no end in sight.

Unfortunately, while air traffic has been growing, our ability to handle it efficiently has not grown fast enough. Efficiency and capacity are not increasing fast enough to keep up with demand.

The result is, as all of you know, our airports and our airspace are plagued by congestion and delay. Anyone who travels internationally knows what I mean from personal experience.

Let's speak bluntly. Air travel is not as efficient as it could be. Costs are higher than they should be. And, most important, the high level of safety we have achieved could be threatened.

We must recognize that while the number of passengers and flights is increasing continuously, year after year, the usable airspace is not. It stays the same -- and that means we have no choice but to learn how to use it more efficiently.

In fact, we've got to use all of our resources better -- our air traffic control systems, our aircraft, our airports, and our people.

As I said earlier, we know what to do. We have the technology to do it. What remains is to demonstrate the will and the spirit of cooperation that will be required to get the job done right, on a worldwide basis.

We need a greater realization that, today, national boundaries are obsolete where air travel is concerned. If the nations and the peoples of the world are to reap the benefits of modern air transportation, then we must recognize the fact that the time is gone when each nation can do its own thing without regard to what the others are doing.

We must build a truly international system. We must view all aspects of air transportation in the context of a single system of international scope -- and not as a collection of unconnected, separate, domestic systems.

It is time for us to adopt a global vision of what aviation can be and of what we can do with it. With a global vision, we can make air transportation more efficient. We can increase capacity. We can reduce costs. And we can make flying even safer that it is now.

That's not a statement of faith. It's a statement of fact.

I know we can build a world system that will serve better than the one we have today. The only faith we need is faith in our ability to do it. We can do it -- in this decade. We must do it. We have no choice. But we must realize that this will require strong international cooperation in two main areas.

First, the world's leading aviation nations need to harmonize their aviation systems. We must have worldwide compatibility -- in the way we operate, in the way we define airspace, in the way we build and certify and maintain aircraft, in our communications systems, in the equipment and software we use, and in the way we monitor and control traffic. We must build a system in which aircraft can safely -- and efficiently -- transit from one country's airspace to another's.

Secondly, we must all work together to increase the system's capacity -- in the air and on the ground. And that will require a major, cooperative effort aimed at utilizing the most advanced aerospace technology -- on a worldwide basis.

In both realms -- the governmental and the technological -- we'll need ever higher levels of international consultation, assistance, and cooperation.

Now that's one big order, I know. But it's within our reach.

In fact, we've already made a good start toward the greater governmental cooperation we need. The Federal Aviation Administration and the European Joint Airworthiness Authorities are working hand-in-hand to create greater commonality in our regulations.

I don't need to review all the recent steps we've taken with our European partners. You know what's happened. Suffice it to say that we've made good progress in harmonizing our certification standards. We're working on maintenance issues now. And we're starting to consider the operational side as well.

Here, within Europe -- as you heard this morning -- the drive toward greater cooperation in aviation is taking hold and beginning to show results.

I want to take this opportunity to applaud the work being done by our European counterparts to improve the efficiency of Europe's air traffic system. That is an absolutely essential step, in my view.

Without greater efficiency and capacity here in Europe, we'll have little hope of creating the kind of air transport system needed throughout the world.

In addition, I'm happy to say that our counterparts in the Soviet Union are showing great interest in harmonizing their standards with those of Western Europe and the U.S. That will be a welcome development too.

And we are seeing the same interest elsewhere in Singapore, Indonesia, Australia, Brazil, and many other countries.

I think it's safe to say that we now have a real international push, from the very top levels of government down, to harmonize our operating rules and certification standards. We've moved the throttles forward, speeded up the process, and we're making progress. Gratifying progress.

This proves that the nations of the world can work together on the very difficult issues involved in harmonizing our rules and regulations. And I think it sets a pattern for further progress in standardizing our air traffic control procedures as well.

The second major thrust, as I said earlier, must be to work together to increase the system's capacity -- in the air and on the ground. This, too, will require a major international effort -- an effort aimed at utilizing the most advanced aerospace technology on a worldwide basis.

We're going to need the cooperation not only of the leading aviation nations but also of the aerospace industry, airlines, controllers, pilots, aviation organizations, and just about everyone else.

Our job now, as I see it, is to create the understanding and cooperation that will, at last, let us reap the full benefits of advanced technology.

We should be concerned about the possibility that our technological capabilities may evolve beyond our ability to employ them on a worldwide basis. If we allow that to happen, then our international air transport system will fall short of its full potential.

For the first time in history, we have the technical ability to create a true world system with far greater efficiency, capacity, and safety.

We don't need any new major breakthroughs. We know, right now, what the technology of the future looks like.

A big part of it will be satellite technology -- which offers the best possibility for substantial aviation improvements throughout the world.

As you know, the ICAO's Future Air Navigation Systems Committee considered all the possibilities and ultimately concluded that the greatest benefits will come from a global satellite system.

The U.S., of course, strongly agrees with that conclusion. We know that a satellite system can provide reliable, highly accurate navigation signals that can free aircraft from the limitations inherent in ground-based navaids.

It can give us far more accurate navigational fixes everywhere in the world, in high density regions as well as over the oceans and other remote areas that are not covered by radar. And it will provide near Category I approach and landing capability. True CAT I, CAT II, and III precision approach service will be provided by the Microwave Landing System, which will be the international standard by 1998.

I am convinced that a global satellite system offers the best way to get the kind of worldwide efficiency that we have built up over the years in the U.S. ATC system.

As you know, there are two satellite systems that could be used -- the U.S. Global Positioning System, or GPS, and the Soviet Global Orbiting Navigation Satellite System, or GLONASS. Both of these systems are going into place now, and both will be in full operation in a couple of years.

This means we've got to move fast to develop civil avionics specifications and the minimum operational standards. And, I'm glad to report, we're working closely with the Soviets to do just that.

We're cooperating in developing an integrated receiver that can receive signals from both systems. And, with the cooperation of Northwest Airlines, we're running satellite navigation flight tests over northern Pacific and Soviet airspace right now.

Northwest is using a 747 cargo plane equipped with receivers for both systems. Later this summer, the plane will be using a prototype integrated receiver jointly developed by U. S. and Soviet's industry. It'll be some time before we have the final results, but right from the first flight it's been obvious that satellite navigation permits direct, shorter flight routes that save a lot of time and money.

In addition, we've recently completed a description of the FAA's vision of the future air traffic management system. As you would imagine, our vision builds on the work of the ICAO FANS committee. But we <u>have</u> added new ideas in a number of areas.

I don't have time today to go into all the details. It would take hours to do that. But I can hit a few highlights.

Of course, satellite technology and our $10-billion dollar GPS system occupy a central place in our vision of the future.

Automation also stands high on the list. We're going to automate much of our air traffic management procedures. Computerized flow control systems are already reducing en route flight delays. And we're now developing automated systems to speed the traffic flow into and out of major terminal areas as well as on the airport surface itself.

The whole system will be tied together by data link communications, digital and voice, which will transmit data automatically and display it electronically in cockpits and control centers. And we're going to upgrade our radar systems with Mode S technology.

We'll be able to give pilots their flight clearances, weather, and other information, almost instantaneously and without error -- an essential ability in the highly automated system of the future.

Aircraft flight management systems will be integrated with ground-based air traffic management automation systems via data link. And cockpit traffic displays will give aircrews a new role in the traffic management process -- on the ground and in the air. We believe the day may come when this new technology may let us hand over more control to the aircraft systems and to the pilots themselves.

In addition, we'll be getting a new generation of weather radars, along with automated weather processors and weather observing stations.

By 1998, as I mentioned, MLS will be the international standard precision approach and landing system. And we're now developing new radar technology that will increase traffic flows at airports with close parallel runways.

Automatic Dependent Surveillance, using satellite data link, will provide real-time position reports over oceans and remote areas.

I could go on for the rest of the day talking about what we're doing to build the command and control system we've got to have to meet our future needs.

But I've said enough to show you that we're serious about building a system that will serve America well into the next century.

Now what kind of real-world payoffs do we expect to achieve? Well despite continued traffic increases, we're going to get greater safety and increased efficiency and capacity. We're going to fully utilize all of our aviation resources -- our airspace, our aircraft, our airports, and our people.

We believe en route airspace capacity will be substantially improved by a reduction in separation standards, that capacity at major airports will be increased 30 percent, and that we can provide 100 percent navigation services for low flying aircraft and helicopters.

We'll have far greater flexibility in routing and in responding to changes in weather and traffic conditions. In fact, we will be able to allow direct routing for at least 70 percent of the pilots who request it, including optimum climb and descent profiles.

Most important of all, all of this new technology -- coupled with greater harmonization of our rules and regulations around the world -- should help raise the level of safety for everyone who flies.

In other words, we're going to create a system that will serve the worldwide demand for more and safer air services -- a system that will indeed meet 21st Century demands. And I'm happy to report that our vision of the future air traffic management system has been incorporated into the ICAO FANS concept.

Can we do it? Of course. Will we do it? Yes. The challenge will be in applying new technology and in achieving a high level of international commonality in the way we operate and regulate our air transport systems.

We have already taken the first steps. Now it's time to move farther and faster than anyone dreamed possible just a short while ago.

Thank you.

AIR TRANSPORTATION: THE GLOBAL VISION
REMARKS BY JAMES B. BUSEY
ADMINISTRATOR
FEDERAL AVIATION ADMINISTRATION
FUTURE AIR TRAFFIC CONTROL SEMINAR
AMERICAN INSTITUTE OF AERONAUTICS AND ASTRONAUTICS
PARIS, FRANCE
JUNE 12, 1991

Thank you. I'm glad to have this opportunity to say a few words about the challenge of building the air traffic control and navigation system of the future.

I'm not going to talk about dreams today. I'm going to talk about things we know we can do -- things that we are planning to do, not 50 years from now, but that are coming on line now and that will be in place by the turn of the century.

We already know what kind of system we must build. The characteristics and even many of the details are clear.

First off, of course, that future system must be truly international.

The day of the purely domestic air traffic control system is ending. If the nations and peoples of the world are to secure the full benefits of modern air transportation, we must have a system that will allow aircraft to fly anywhere in the world without unnecessary restrictions, by the most expeditious and cost-effective routes, at a high level of both safety and efficiency.

And, most importantly, we must have the capacity, in the air and on the ground, to serve continuously increasing volumes of passengers and air traffic.

International air traffic is growing at a rate far exceeding the growth in domestic activity. The FAA's most recent forecast indicates that international revenue passenger miles will double between now and the year 2002. We look for strong growth throughout the world, but especially in the Pacific region.

So we are truly challenged. It won't be easy to transform what we have today into the system we'll need tomorrow. There's an enormous amount of work to be done. But I believe we will do it, because the price of not doing it will be far too high.

We cannot allow global air transportation to be hampered by increasing congestion and delay. We cannot allow the present high level of safety to decline. We cannot allow air transportation costs to increase unnecessarily.

We cannot allow any of these things to happen -- and that is why I believe we will achieve the high level of international cooperation that will be necessary to build the air transport system of the 21st Century.

As I said a moment ago, we know what the system of the future will look like. We have a clear vision of that system. It is largely based on the concepts defined by the ICAO Future Air Navigation Systems Committee, the FANS committee.

That committee, which included many of the world's top experts in air navigation, spent seven years developing the overall concept for the future system. It was a massive effort.

They started with a clean sheet -- and considered the shortcomings of the present system and every practical way to improve it. Ultimately, the committee concluded that satellite technology offers the best way to achieve worldwide improvements in aviation communications, navigation, and surveillance.

The FANS concept envisions satellites as the primary means for en route, transoceanic, and terminal area navigation. We believe satellites can give us near Category I instrument approach service. For true CAT I, II, and III, we'll use MLS until GPS can deliver with the same accuracy.

As you know, the ICAO nations have agreed to move to MLS by 1998. Of course, the transition to satellites and MLS will be evolutionary, with the VOR-DME system remaining at least until the year 2010.

Satellites will also play a major role in communications, along with Mode S and VHF data link. And surveillance over oceans and remote areas will be primarily through satellite-based Automatic Dependent Surveillance and Mode S radar.

So the FANS concept sees satellite technology as the linchpin of the future system.

The U.S. supports the efforts of the FANS committee, and we strongly endorse the concept of satellite-based navigation as a key to worldwide aviation improvements.

In fact, satellites have occupied a central place in our vision of the future for quite a while now.

As you may know, the U.S. is investing close to $10.3 billion dollars in our Global Positioning System, which we call GPS and which will be fully operational in 1993. This will be a constellation of 21 satellites, plus three spares, 11,000 miles high, orbiting the earth every 12 hours. They will be spaced so that five will always be in view 24 hours a day, anywhere on earth.

The United States' policy is to make GPS signals available for civil use, with a horizontal accuracy of 100 meters and a vertical accuracy of 160 meters.

We're excited about what satellites will mean to civil aviation, and the FAA is moving fast to develop the air traffic control methodology and avionics standards that will let us use them for civil aviation in our national airspace. We see GPS as a supplement to our present system and eventually as a primary navigation system.

I used our little commercial, battery-powered GPS receiver to check our G-4's inertial navigation system on the flight across the Atlantic this week. It worked fine.

Quite frankly, as a guy who started flying when the best way to navigate was to follow the railroad, I'm amazed at what can be done with a satellite signal. People are getting measurement accuracies better than the width of an average street.

But that's not all. With a special computer program, a known reference point or benchmark, and about 15 minutes, you can get accuracies down to a centimeter. As a matter of fact, surveyors have been doing that for several years now.

That same technique might someday be used for precision approaches at remote sites, anywhere in the world. With satellite signals, you can establish an "address" for every square foot on the surface of the earth.

Now, for the first time in history, it's possible to know where we are anywhere on earth, any hour of the day and night, regardless of weather. That will mean a revolution for delivery vehicles, emergency vehicles, private cars, and just about everything else that moves.

And it's surely going to mean a revolution in the air.

We are about to enter a new era.

I believe that satellites are potentially the most significant thing in aviation since the invention of powered flight.

If we actually do what we're capable of doing -- what we have the technology to do -- then we will truly transform the world's air transportation system.

With the technology that's coming, we are at last on the verge of achieving the full potential promised by the air age. We now have the means to make worldwide, efficient, safe, fast transportation available to everyone in the world.

For the first time in history, we're going to have one basic system that can handle all facets of flight -- en route, terminal area, and on the ground. And that's going to bring tremendous increases in capacity and safety.

In the en route environment, we'll have navigation capabilities never before possible. We'll get instantaneous position reports and updates that will give us major capacity increases in remote areas and over oceans. And we may someday use this technology over continental areas as well.

In terminal areas, we'll use satellites for near precision approach landing capabilities that will make every runway in the world an instrument runway.

Satellites are what you might call "runway non-specific." With satellite technology providing near Category I landing capabilities, as long as the runway is there, we'll be able to land on it -- anywhere in the world.

Of course we need CAT I, II, and III, which will be provided by MLS. But most of our weather is between VFR and CAT I. By using satellites for near CAT I landings at every airport in the world, we'll achieve incredible increases in capacity.

So satellites will give us great advantages in the en route and terminal environments. But it doesn't stop there. We're going to use them to increase the safety and capacity of our airports too.

With satellites, we can determine the aircraft's position on the airport, and indicate that position on an electronic map in the cockpit. And we can data link that to the controller who will have similar satellite information concerning ground equipment and other planes on the airport surface. The threat of runway incursions could someday become a thing of the past.

Most importantly, a global satellite system could relieve developing nations of the expense of building a ground-based navigation system. It will mean real cost avoidance for those nations.

To give you an idea of the costs involved, I can tell you that the U.S. spends $33.5 million dollars a year on the maintenance of our navigation facilities -- nearly 1,000 VOR's and 658 NDB's. That money pays for the salaries, rent, communications circuits, flight checks, spares, and so on.

But that's not all. We're investing about $50 million dollars a year in a system-wide, 20-year replacement schedule. Essentially, that means we're spending a billion dollars to replace all this equipment every 20 years. We estimated that figure conservatively. It's probably more than a billion every 20 years.

So global satellites will be a terrific boon for the developing nations.

The original FANS committee made its report in 1988. Now we have a new FANS committee, FANS II, headed by my good friend Brian O'Keefe, which is coordinating the development and transition planning for the future system.

ICAO will hold its first first Air Navigation Conference in 15 years in September in Montreal. That meeting will focus on the legal, financial, and operational problems of setting up a global system based on the FANS concept.

I think we all realize that it's going to take a lot of international cooperation to get that concept in place.

As Brian O'Keefe said in December, the "... transition to the FANS system will require cooperation on an unprecedented scale throughout the aviation industry, both at the national and international level."

Let me assure you that we in the U.S. intend to increase our level of cooperation with the other nations and with ICAO to develop the full potential of a satellite system.

The nations of the world are now at the point where we must choose a practical starting point. And we in the U.S. are looking for international partners to help us make this happen.

You probably know that three years ago the U.S. and the Soviet union agreed to develop civil systems that could receive signals from both the U.S. GPS network and the Soviet's Global Navigation Satellite System, GLONASS.

Those are the only systems currently available. They will be fully operational in the mid-1990's, and we are working with the Soviets to test both systems for civil use and to develop standards for an integrated receiver that can use signals from both.

In fact, on April 1st we started operational trials of both systems, using a Northwest Airlines 747 cargo aircraft over northern Pacific routes that cross Soviet airspace.

We've exchanged satellite receivers with the Soviets and are using both a GPS and a GLONASS receiver on this 747. And this summer we'll be using a prototype integrated GPS/GLONASS receiver.

The route being flown now is not the optimum route. When a better route becomes available this summer, Northwest estimates savings of an average of one hour and ten minutes per flight. There's just no doubt that significant cost savings will be achieved -- running up to a million dollars or more a year for each aircraft involved -- but we don't have solid numbers this early in the game.

Northwest says the cooperation by the Soviets has been "outstanding."

A class of 25 Soviet air controllers has just started English language training at the University of Alaska. Another group will start in August. This effort is being funded by the Air Transport Association. And, as part of that program, Northwest will be putting these Soviet controllers in the cockpits of the 747s to give them a better view of the process.

I think it's a great combination, when the airline industry takes the initiative and the FAA works cooperatively to help make something actually happen. Working alone, we can't do it. But together, government and industry can build the new system.

But now we need government/industry cooperation on a worldwide basis, because the system we're creating must be global in scope.

We've recently completed a description of the FAA's vision of the future air traffic management system. As you would imagine, our vision builds on the work of the ICAO FANS committee. But we've added new ideas in a number of areas.

I don't have time today to go into all the details. It would take days to do that. But I can hit a few highlights.

Of course, satellite technology and our $10.3 billion dollar GPS system occupy a central place in our vision of the future.

Automation also stands high on the list. We're going to automate much of our air traffic management procedures. Computerized flow control systems are already reducing en route flight delays. And we're now developing automated systems to speed the traffic flow into and out of major terminal areas as well as on the airport surface itself.

The whole system will be tied together by data link communications, digital and voice, which will transmit data automatically and display it electronically in cockpits and control centers. And we're going to upgrade our radar systems with Mode S technology.

We'll be able to give pilots their flight clearances, weather, and other information, almost instantaneously and

Aircraft flight management systems will be integrated with ground-based air traffic management automation systems via data link. And cockpit traffic displays, including the new Traffic Alert and Collision Avoidance systems, TCAS, will give aircrews a new role in the traffic management process -- on the ground and in the air.

We believe the day may come when this new technology may allow us to hand over more control to the aircraft systems and to the pilots.

In addition, we'll be getting a new generation of weather radars, along with automated weather processors and weather observing stations.

And, of course, MLS is going to give us significant increases in airport capacity. We're also developing new radar technology that will increase traffic flows at airports with close parallel runways.

Automatic Dependent Surveillance, ADS, using satellite data link, will provide real-time position reports over oceans and remote areas. It will greatly improve surveillance and give us a way to raise capacity over oceans and remote areas -- and may someday be used in high-traffic areas as well.

We view ADS as the first step in getting ready to go to a full satellite navigation system. And we're running test flights using ADS right now with United Airlines over the Pacific.

The results have been very good, and we're getting ready to move to the next phase, which will test the use of satellites for voice communications.

We're also working on a new, automated Oceanic ATC system to replace the current procedures that confine aircraft mainly to fixed tracks with limited options for changing flight routes. This new system will provide far greater flexibility in the choice of flight routes.

In addition, we believe that the collision avoidance capability of TCAS, in combination with ADS and improved navigation from the GPS system, will enable significant reductions in lateral and longitudinal separation standards, especially in oceanic areas.

I could go on for the rest of the day talking about what we're doing to build the command and control system we need to meet our future needs.

But I've said enough to show you that we're serious about building a system that will serve America well into the next century -- and that we hope may serve as a prototype for many other nations around the world.

What do we expect to get from all these improvements? Well, it would take all day to answer that question, too:

* Greater safety, greater efficiency, greater capacity.

* Faster traffic movement into and out of terminal areas.

* Fewer delays, less congestion.

* More accurate and timely weather and other information for all system users.

* Optimum flight routes for virtually all users.

* More aircrew involvement in air traffic management decisons.

I could go on and on. We'll get all these benefits -- and more -- despite continued increases in traffic.

And we believe the same benefits can be achieved by other nations -- through the world system we're going to create together.

I'm happy to report that our vision of the future system has been incorporated into the FANS concept.

I want to make it clear, however, that the achievement of our goals for the U.S. depend on the creation of that truly global system described by the ICAO FANS committee.

Our vision is international in scope. So we believe that the challenge to the nations of the world is to take part in this coming effort to the fullest extent possible, and to work with us in achieving this vision.

Thank you.

PRESS STATEMENTS
BY ADMIRAL JAMES B. BUSEY
ADMINISTRATOR
U.S. FEDERAL AVIATION ADMINISTRATION
PARIS AIR SHOW
JUNE 14, 1991

Ladies and gentlemen:

Today I'd like to start off with a few words on the revolution that is about to happen in international air transportation.

For the first time in history, we have the technology to create a truly global air traffic system -- which means that we can now, at last, realize the full potential of modern aviation.

That's not a statement of faith. It's fact. We know how to build that system. We've got the technology. And we're going to build it, because that's the only way we can reduce the increasing congestion and delay that affect air travel worldwide.

Now how can we do that? First, the leading aviation nations must harmonize their aviation rules and regulations. We need to create a global system with a high degree of commonality in traffic control operations, in aircraft certification and maintenance, and in communications.

I'm glad to say that we're working closely with the European Joint Airworthiness Authorities to do that, and we've made substantial progress.

Secondly, we must work together to increase the system's capacity -- in the air and on the ground -- everywhere in the world. The only way to do that will be to utilize -- on a worldwide basis -- the most highly advanced aerospace technology.

What kind of technology? And how should it be used?

You'll find the answers to those questions in the Federal Aviation Administration's new description of the future air traffic management system for the U.S. -- and in the future system concepts developed by ICAO's Future Air Navigation Systems Committee, the FANS committee.

These two future concepts are nearly identical, and I'm happy to say that the U.S. version has recently been incorporated into the ICAO FANS concept.

Both plans offer a global vision of the future worldwide air transport system. Both envision a major role for satellites, which may well turn out to be the most significant advance in aviation since the invention of powered flight.

For the first time in history, we're going to have one basic international system that can handle all facets of flight -- en route, in the terminal area, and on the ground.

For the first time in history, we're going to have near precision approach capability that will make every runway in the world an instrument runway.

Most importantly, a global satellite system will relieve developing nations of the expense of building their own ground-based navigation systems

We're now approaching the time when we must choose a practical starting point. As you know, there are only two satellite systems currently available, the U.S. Global Positioning System, GPS, and the Soviet Union's Global Navigation Satellite System, GLONASS.

I'm happy to report that we're working closely with the Soviet Union to see how these two systems can be used in civil aviation. We're exchange satellite receivers with the Soviets, and Northwest Airlines is now using receivers for both systems in a cooperative flight-test program over northern Pacific and Soviet airspace. Later this year, we'll be using a new integrated receiver that will work with both systems.

I'm gratified by the fine cooperation we're getting from the Soviets, and I hope this sets the pattern for the future.

As I said, satellites will be the linchpin of the future international system. But there are many other elements. Let me hit just a few of the highlights.

Automation stands high on the lists. We're going to automate most of our air traffic management activities, on the ground and in the air.

The whole system will be tied together by data link communications, digital and voice. We'll use data link to integrate onboard flight management systems with our automated

By 1988, the Microwave Landing System will be the standard precision approach service for international air traffic -- and it will provide significant increases in airport capacity throughout the system. We're also developing new radar technology that will increase traffic flows at airports with close parallel runways.

Automatic Dependent Surveillance, ADS, using satellite data link, will provide better position reports over oceans and remote areas and thereby increase capacity on those routes.

In addition, we're going to increase safety and efficiency with Traffic Alert and Collision Avoidance systems.

I could go on talking about this new technology, but I've said enough to give you an idea of the kind of system we're going to build to serve the world in the next century.

Now what kind of payoffs do we expect to achieve?

Well, despite continued traffic increases, we're going to get greater efficiency and capacity -- around the world. Our airports and our airways will be less congested. There'll be fewer delays.

Communications will be faster and more accurate. Weather information will be better. The most optimum, cost-effective flight routes will be common.

Most importantly, we should be able to raise the level of safety for everyone who flies.

As I have said, the world needs a truly global air transport system. And I can assure you that we in the U.S. are fully committed to working with our international partners to get that system in place during this decade.

Thank you.

REMARKS BY BARRY LAMBERT HARRIS
DEPUTY ADMINISTRATOR
FEDERAL AVIATION ADMINISTRATION
DEDICATION OF TOWER, TRACON, ASR-9
PROVIDENCE, RHODE ISLAND
JUNE 19, 1991

Governor Sundlun and distinguished guests, it is a pleasure to be with you.

I am delighted to see the various elements of the community represented here today--business leaders, citizens groups, local and state government officials, and representatives of the air carrier and general aviation industry.

Your presence here is a sign that what we are dedicating today is more than an air transportation complex. It is a vital economic and social factor in this community and this region.

And I think it is pretty clear from FAA's investment of the taxpayer's money that we also consider T.F. Green Airport an important part of the national system of airports and a vital link in this country's air transportation system.

I want to take this opportunity to thank all of you who helped make this day possible. And, in particular, I want to thank our own FAA personnel here in Rhode Island.

A project of this magnitude didn't just happen. It happened because a lot of dedicated people made it happen.

Building a new tower, relocating and upgrading a TRACON, and installing a new state-of-the-art radar facility off-site is an enormous undertaking. But, what is more amazing is to coordinate all three facilities and make them work together smoothly and efficiently.

This project was made all the more difficult by the fact it had to be done while conducting business as usual. We did not have the luxury of closing our doors during construction and renovation.

Many hours were spent installing the new equipment, testing it and training our people how to use it. This had to be done along with countless other details involved in a complicated project of this kind.

So, I salute all of you who put in that time and effort to make this happen. And this goes for Arlene Feldman and the personnel in the regional headquarters as well.

This certainly is a beautiful complex, but its operational advantages far outweigh its aesthetic appeal. It has a number of features that spell increased safety and efficiency for the flying public.

The new location of the tower, near the center of the airfield, for example, provides cab controllers a better view of the entire airport surface, including the busy intersection of the two main runways.

The relocation of the radar facility--or TRACON--from a site nine miles away has significantly improved coordination between tower and radar controllers.

The TRACON also has been upgraded with state-of-the art communications and navigation equipment. This gives our controllers the tools to provide even better and faster service for pilots and other users of the system.

Most importantly, with the improved radar data being fed from the ASR-9 radar at Coventry, this facility is able to provide improved and expanded radar coverage during all weather conditions.

This has a particular impact on airspace to the southwest that includes airports at Groton, Westerly and Fishers Island on Long Island Sound.

Due to this expanded radar coverage, delays are being reduced significantly for aircraft flying between the New York metropolitan area and Providence.

This new ASR-9 radar represents a quantum leap forward in radar capacity. For the first time, for example, our controllers are able to see aircraft and weather conditions on the same radar scope. This was impossible with the old radar.

As a result, controllers are now able to direct aircraft around dangerous weather with far greater precision than they used to.

The new radar also is remarkably accurate. It can detect and track small aircraft that often can't be seen on the old scopes. And it is a lot more reliable, with one channel always on standby, ready to take over if the other fails.

We are installing these new radars at 96 major airports around the country at a cost of about half a billion dollars. Now that's a lot of money. But, the payoff in terms of reduced risk of midair collision and weather-related accidents makes that a very good investment indeed.

This new radar is just one piece of a major, on-going modernization of the national airspace system to keep pace with projected aviation growth into the next century.

This is clearly our greatest aviation challenge. To give you an idea of its magnitude, consider the following:

The number of airline passengers has more than doubled in the last ten years. It now comes to about half a billion passengers a year. Yet, in a relatively short time, before the year 2010, that number is expected to reach one billion passengers a year--or double what it is today.

We must recognize that while the number of passengers and flights is increasing continuously, year after year, the usable airspace is not. It stays the same--and that means we have no choice but to learn how to use it more efficiently.

In fact, we've got to use all of our resources better--our air traffic control systems, our aircraft, our airports, and our people.

Clearly one of the things we must do is rely heavily on advanced technology such as the airport surveillance radar we are dedicating today.

And we must begin to think of aviation from a broader perspective--not just in terms of the needs of Providence, or Rhode Island, or New England, or even the United States, for that matter.

I just returned from a trip to Europe where I spoke to the Air Traffic Control Association, in Brussels, and to the American Institute of Aeronautics and Astronautics, in Paris.

My message to both groups is that we can no longer think in terms of national aviation systems. National boundaries have become obselete where aviation is concerned.

Aviation has truly become international and global in scope. And we must get involved in a major, cooperative effort aimed at utilizing the most advanced aerospace technology on a worldwide basis.

We need the cooperation not only of the leading aviation nations but also of the aerospace industry, airlines, controllers, pilots, aviation organizations, and just about everyone else. And that includes communities like this.

Our biggest challenge is not developing new technology. For the first time in history, we have the technical ability to create a true world system with far greater efficiency, capacity and safety. We don't need any major technological breakthroughs.

Our major challenge, as I see it, is to promote greater understanding of the enormity of the challenge that faces us on a worldwide basis.

That's the first step--and the most difficult one. Then, it's a matter of pulling everyone together in a cooperative effort to take full advantage of this advanced technology.

A big part of the future system will be satellite technology--which offers the best possibility for substantial aviation improvements throughout the world. A satellite system can provide reliable, highly accurate navigation signals that can free aircraft from the limitations inherent in ground-based navigational aids.

Already, we are cooperating with the Soviet Union in the development of a common receiver than can receive signals from the U.S. and Soviet developed satellite systems.

Northwest Airlines is cooperating with us in this venture by using a 747 cargo plane equipped with receivers for both systems. Later this summer, the plane will be using a prototype integrated receiver that has been jointly developed by both countries.

It'll be some time before we have the final results, but right from the first flight, it's been obvious that satellite navigation permits direct, shorter flight routes that save a lot of time and money.

So, satellite technology for air traffic control and navigation occupies a central place in our vision of the future.

Automation also stands high on the list. We are going to automate much of our air traffic management procedures. Computerized flow control system are already reducing en route flight delays. And we're now developing automated systems to speed the traffic flow into and out of major terminal areas as well as on the airport surface itself.

One of benefits of this new equipment here at the T.F. Green TRACON is that it's capable of integrating new technological improvements as they are developed and come on line.

The whole system of the future will be tied together by data link communications, digital and voice, which will transmit data automatically and display it electronically in cockpits and control centers.

This way, pilots will get their flight clearances, weather and other information, almost instantaneously and without error.

I think I have said enough to show you that we are serious about building a system that will serve America and the rest of the world well into the next century.

And it should be clear to you from FAA's investment in this airport complex that T.F. Green Airport is an integral part of these future plans.

One final note: While me must think of aviation in an international context, it is clear that the rest of the world looks to the United States for leadership and direction. The U.S. has been the world leader in aviation since the Wright Brothers did their thing, and we aim to keep it that way.

Again, my congratulations to all who made this day possible. I want to close by thanking this community for your wonderful hospitality--not just today, but for the hospitality you have extended to FAAers and their families over the years.

FAA is happy to be part of this community and we expect to be around for a long, long time to come.

Thank you.

Remarks for Admiral James B. Busey
FAA Administrator
Daedalians Awards Dinner
Dayton, Ohio
June 22, 1991

Thank you. It's always a great pleasure to get together with my fellow Daedalians, but tonight the pleasure in even greater than usual because this evening I have the honor of presenting the Daedalian Civilian Air Safety Award.

I think you'll agree when I say that we in America have the greatest air transport system in the world. Wherever you look in aviation, you will find America in the lead.

When people try to explain why we're the leaders, they usually mention our great aircraft, our advanced technology, and our superb air traffic control system. And, surely, those all contribute much to the record.

But if you really want the whole story of our success, you have to look at the people in American aviation. You can have the best equipment, the most advanced technology, but it won't mean anything if the people don't measure up.

In aviation, you can count on one thing: Sooner or later, the unexpected will happen. And when it does, you'd better have the right people at the controls, because at that point nothing else will do.

At that point, your only reliance will be on those wonderful, absolutely irreplaceable human qualities -- courage and skill -- the very qualities that the crew of Atlantic Southeast Airlines Flight 2254 demonstrated so well during a midair collision over Alabama last year.

When the chips are down, what really counts is the human response. In this case, it was right response indeed.

So it is with great pleasure that I present the Daedalian's Civilian Air Safety Award to three outstanding aviators:

Captain William C. Query
First Officer Orren E. Haynes
and Flight Attendant Terrie Tenhet

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REMARKS BY JAMES B. BUSEY
FAA ADMINISTRATOR
FOR
EPG AWARDS CEREMONY
MACCRACKEN ROOM
JUNE 21, 1991

I'M GLAD I COULD BE WITH YOU THIS MORNING. IT'S ALWAYS SATISFYING FOR FOR ME TO HELP RECOGNIZE THE ACHIEVEMENTS OF OUR OWN FAA FAMILY MEMBERS.

IT'S A PARTICULAR PLEASURE TO HONOR EPG AWARD WINNERS. THEIR CONTRIBUTIONS LITERALLY AFFECT THE DAILY LIVES OF ALL OF US WHO WORK HERE.

MOST OF US ARE NOT EVEN AWARE OF THEIR EFFORTS. WE TAKE THE FRUITS OF THEIR LABOR FOR GRANTED. FROM THE PERSPECTIVE OF TODAY'S AWARD WINNERS, THAT'S JUST FINE. PEOPLE WHO VOLUNTEER FOR EPG WORK ARE NOT IN IT FOR REWARDS OR RECOGNITION.

THEY ARE PERFECTLY WILLING TO LET THEIR WORK GO UNSUNG. IN FACT, THEY PREFER TO WORK QUIETLY BEHIND THE SCENES TO HELP CHANGE A POLICY, TO IMPROVE AN OFFICE ENVIRONMENT OR TO ORGANIZE A PROGRAM TO HELP THE NEEDY OF OUR COMMUNITY.

THIS YEAR'S WINNERS--INDIVIDUALS AND MEMBERS OF A GROUP EPG--HAVE PERFORMED A VARIETY OF TASKS, ALL DESIGNED TO MAKE THIS A BETTER PLACE TO WORK.

THE HEADQUARTERS EPG, FOR EXAMPLE, WAS A MAJOR CATALYST BEHIND THE NO-SMOKING POLICY THAT HAS CREATED A HEALTHIER WORK ENVIRONMENT FOR ALL US.

AN EPG COMMITEE HAS BEEN WORKING WITH THE MANAGERS OF THE CAFETERIA TO PROVIDE HEALTHIER MENUS WHILE KEEPING THE COSTS OF FOOD DOWN.

AND, AS THE CITATIONS ARE READ, YOU WILL HEAR ABOUT THE OTHER ACHIEVEMENTS.

AS WE BRING ALL YOU AWARD WINNERS TO CENTER STAGE TO RECEIVE YOUR CERTIFICATES, WE WANT YOU TO KNOW YOUR EFFORTS HAVE NOT GONE UNNOTICED AND THAT WE TRULY APPRECIATE WHAT YOU HAVE DONE FOR ALL OF US. THANK YOU.

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Remarks for Admiral James B. Busey
FAA Administrator
Daedalians Awards Dinner
Dayton, Ohio
June 22, 1991

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Captain William C. Query
First Officer Orren E. Haynes
and Flight Attendant Terrie Tenhet

Remarks by James B. Busey
Administrator
Federal Aviation Administration
National Black Coalition of FAA Employees
FAA Headquarters
June 27, 1991

It's a pleasure to be with you this morning. I want to commend the coalition's leadership for conducting this training conference for the second year in a row.

I have looked over the agenda and it looks to me like you are right on target. The topics of the training sessions and workshops are precisely the kind of nuts and bolts issues you need to focus on.

Preparing individual development plans, developing an impressive SF 171, understanding mentorship--these are all critical skills that employees, particularly at the lower grades, need to get ahead.

Equally important are the workshops on leadership behavior and managing a multicultural workforce. These will help fill critical training needs for our supervisors and managers.

So, I am encouraged by what you are doing. It says to me that you are seizing the initiative and not waiting around for someone to do it for you.

This is a critical factor in our total effort to provide greater opportunities for women and minorities and to create a more diversified work force.

It's going to call for hard work and the best efforts of us all. We've all got our work cut out for us, and we each need to do our part.

As I see it, my job is to establish a climate, to set policy and to enunciate that policy so that everyone clearly understands it.

Everyone should know by this time where I stand on EEO and affirmative action. If they don't, they haven't been paying attention.

I have made it clear since I came here that this is one of my top priorities for the FAA, on a par with the Capital Investment Program or any other major initiative.

And, I guarantee you, I will continue to keep the heat on until we reach our goal. That goal is to have a FAA workforce truly representative of the cultural makeup of the United States as a whole.

To get his job done, I have placed my emphasis where I think it will do the most good--and that is on making the institutional changes that will keep the effort alive after I am gone.

Performance in EEO, for example, is now a critical job element for all managers up and down the line. They all know where they need to be in terms of women and minority representation, and they all must show me a plan on how they aim to get there.

Nobody likes the dreaded "Q" word. Quotas are anathema to almost everyone--as we witnessed during the recent debate over the latest Civil Rights legislation.

I don't like quotas either. Yet, at the same time, we can't totally ignore numbers and percentages either. Often, they are the only yardstick we have to measure progress.

So, if someone says he is trying hard to increase the representation of women and minorities in his office, yet the number and percentage continue to remain the same, I get skeptical. I'd say that person needs to try harder. Or maybe that person needs a change of heart--or even a change in jobs.

So, we won't put up with excuses. We will continue to demand accountability and results. And I am pleased to see that groups like the Washington Chapter of the National Black Coalition is pushing this effort from your end.

This chapter and the national organization have long served as the voice for employees who felt their concerns were not being addressed through regular channels. And I urge you to continue that role. We need that voice.

But, I also urge you to continue what you are doing here today and tomorrow--providing training and helping individuals develop skills needed to get ahead.

The symbolic importance of these training sessions may be almost as valuable as what you are doing for individuals.

With all the emphasis we have placed on this issue of EEO, affirmative action, and the changing work force, some may think the future is theirs simply because the tides of history are favorable. It's not just a matter of sticking around till the tide changes.

Certainly, the demographics show a significantly different makeup of the workforce in the year 2000. Women and minorities will occupy a significantly large role in that workforce.

But, here again, those who have not gotten the training or been given developmental assignments, will be left behind--no matter what their gender, or color, or ethnic background.

Now, let me mention a couple of positive developments in the area of recruitment that are of particular interest to you. The air traffic screen, for example.

As the situation now exists, the air traffic control screen consists of nine weeks at the FAA Academy in Oklahoma City. Essentially, that means a person has to quit his or her job to find out if they are qualified to become an air traffic controller.

And, with the washout rate running at about 50 percent, that's a pretty gutsy call that not many people are willing to make.

We don't think that's fair so we are looking at a much shorter screen--even as short as a couple of days. That way, people can take leave, and if they wash out, they can return to their regular jobs without losing pay or face.

Another benefit is that we can target areas for recruitment and take the screen to communities with large African-American and Hispanic populations.

I might also mention the pre-development curricula we are establishing with junior colleges around the country for the air traffic and airways facilities disciplines. This also has an impact on minority hiring.

The purpose of these programs is to have the colleges provide training, at their cost, using FAA approved courses. This will allow students who have successfully completed the course to be hired directly by FAA facilities and by-pass the initial training at the FAA Academy altogether.

Here again, we are making a special effort to contract with junior colleges that have large women and minority enrollments.

We are not the only ones actively involved in women and minority hiring. A recent Wall Street Journal article reports one firm as saying more employers wanted to hire women and minorities in the last year than in the past eight years combined.

As the article went on to point out, some companies are doing this to suit customers and communities. Others, trying to prepare for a changing labor supply, are recruiting women and minorities even though the jobs themselves don't exist yet.

These are big companies, such as Exxon, Xerox, IBM and other corporate giants. So, we here at FAA are up against some stiff competition for the workforce of the future. And, as you have heard me say before, the continued preeminence of the U.S. and the FAA in world aviation hinge on how well we do.

But, it's not just a matter of recruitment. Recruitment just gets people in the door.

We must make sure that once we get women and minorities on board, we provide them training and development opportunities so that they can occupy the full-range of positions at FAA. This incluces executive positions at the Associate Administrator level and even the Administrator's job itself.

We have made some progress in the area of training and development, but there are some areas where we need to re-focus our efforts or revise a process here and there. We can never be fully satisfied with the process until it yields the desired results.

As an example, let me talk about the Candidate Development Program for SES candidates. This is the second year of this program, and I am generally pleased at the way things are going.

Last year, for instance, three African-American males made it successfully through the program--all three outstanding candidates. But, they didn't make it because they are black--they made it because they are persons with outstanding skills, abilities and experience. They just happen to be black.

However, what concerns me is that no African American women made it through the CDP process the first year. In fact, only five African-American women out of the entire agency even applied. This concerns me even more.

We clearly have to develop a larger pool of minority women candidates for the SES program. That's a major reason I opened the program to GS-14 candidates in the first place.

This was based on my own experience with executive development programs in the Navy and at the suggestion of the National Black Coalition and other groups.

I have found sometimes you come across outstanding applicants with most of the qualifications and experience you are looking for. The only thing they might be missing is one more job assignment that will round out their managerial skills. Since the SES CDP is a development program I didn't want to let that stand in the way.

So, I decided to cast the net wider in hopes that there were some apllicants out there in the GS-14 ranks who fit that description.

As it turned out, this did not happen--at least the first time around.

However, I wanted to continue to offer the CDP program to GS-14 applicants this year in hopes that we come up with one or two candidates at that level. We'll just have to wait and see how things shake out.

Chris George, who is on your agenda tomorrow, will have a breakout on the number of women and minority applicants who applied this year. We won't know who made it through the paper screen until the first part of July.

Right now, we know there aren't enough minorities and women--particularly minority women--in that pipeline and we need to change that.

So, rather than looking at last year's and this year's figures, we can spend our time more productively developing a better pipeline of minority and women candidates so this trend doesn't continue.

This is where Individual Development Plans come in and why they are so important.

As you know, all minority and women employees at the GS-13 through GS-15 level are now required to have IDPs. IDPs are encouraged for all employees--but they are required for minorities and women at those levels.

The whole purpose behind this is to make sure that women and minorities are given the developmental assignments and experiences that will allow them to compete at the higher levels.

The active involvement of employees and their supervisors is critical to the success of IDPs. So we need a corps of supervisors and managers who support this and other initiatives we are taking to create a more diversified culture.

Here again, I think we are making some progress, through the SES Candidate Development Program and through other managerial selection processes. I know there has been some concern in this group about the Supervisory Identification Program and assessment center process. So, I would like to touch on that subject briefly.

Frankly, I think it's fair to say there was a problem with the SIDP program for Air Traffic. That lead to a review of the process by AHR and AAT. This review is going on right now.

It will lead to some changes in the program. What these changes will be, I can't say at this point because the evaluation has not been completed.

But, however the evaluation turns out, I guarantee you one thing, the process will be free of any bias or appearance of bias.

One other thing I want to mention about SIDP, though, and this goes for the SES Candidate Development Program as well:

These two programs serve as the primary source of candidates for SES positions, or in the case of the SIDP programs, for facility managers in Air Traffic, Airway Facility or Aircraft Certification, depending on which SIDP program we are talking about.

The key word here is primary. It does not mean that it is the sole and exclusive source of executives and managers for the agency. We never want to tie our hands and be forced to by-pass superbly qualified employees simply because they didn't go through the CDP or SIDP programs.

Obviously, these selections ought to be the exception, carefully scrutinized for any hint of discrimination or continuation of the "old-boys" network. But, I never want to put the agency in the position of making the process more important than the product.

Finally, let me address the listening session on diversity in the work force that we held on April 1. We haven't forgotten about that, nor have we ignored the concerns many of you raised at that time.

These issues are being staffed out, and we plan to report back to you periodically through the Intercom. In addition, as I mentioned then, I want to have more of these listening sessions. I think it is critical to find out what you have on your minds.

We need to get your suggestions on how to create a more diverse work force--and, just as importantly, we need to flush out those problems that are keeping us back from realizing this goal.

Now, let me get back to the office and allow you to get on with your workshops and training sesssions. I appreciate the opportunity to be with you this morning. Keep plugging. We're going to get this job done--and we're going to get it done together.

Thank you.