

REMARKS BY ADMIRAL JAMES B. BUSEY  
ADMINISTRATOR  
FEDERAL AVIATION ADMINISTRATION  
FAA NATIONAL CHILD  
CARE CONFERENCE  
AUGUST 5, 1991

IT'S A PLEASURE TO BE WITH YOU THIS MORNING. I AM PROUD TO BE ASSOCIATED WITH YOU FOLKS WHO HAVE MADE THIS FAA CHILD CARE PROGRAM SO SUCCESSFUL. IT'S JUST REMARKABLE THE PROGRESS WE HAVE MADE IN SUCH A SHORT TIME.

OTHER FEDERAL AGENCIES NOW LOOK TO US AS A MODEL IN PROVIDING CHILD CARE SERVICES FOR OUR EMPLOYEES. AND, AS I INDICATED, MOST OF THE CREDIT FOR THE SUCCESS OF THIS EFFORT GOES TO YOU FOLKS HERE IN THIS ROOM. SO, ON BEHALF OF THE ENTIRE AGENCY, I WANT TO TAKE THIS OPPORTUNITY TO THANK YOU. YOU HAVE RAISED US ALL UP A NOTCH OR TWO.

WHEN YOU THINK BACK, IT'S REALLY AMAZING HOW FAST THINGS HAVE HAPPENED. JUST TWO SHORT YEARS AGO, THE GREAT LAKES REGION WAS THE FIRST REGIONAL HEADQUARTERS TO OPEN A CHILD CARE CENTER.

LATER THAT SAME MONTH, THE TECHNICAL CENTER OPENED ONE, AND A YEAR LATER THE AERONAUTICAL CENTER FOLLOWED SUIT.

THEN, LAST NOVEMBER, THE ALASKAN REGION INAUGURATED ITS "TUNDRA TYKES" CENTER WHICH SERVES OTHER FEDERAL AGENCIES AS WELL AS THE REGIONAL HEADQUARTERS.



ALL OF THESE CENTERS DIFFER IN DESIGN AND THE KINDS OF CHILD CARE PROGRAMS THEY OFFER. BUT, THEY ALL HAVE THE SAME COMMON DENOMINATOR: THEY PROVIDE OUR EMPLOYEES WITH CONVENIENT, QUALITY, DEPENDABLE CHILD CARE. AND THIS ALLOWS PARENTS WORKING AT THESE FACILITIES TO DEVOTE THEIR FULL ATTENTION TO THE IMPORTANT BUSINESS OF THE NATIONAL AIRSPACE SYSTEM.

BY THE END OF THE YEAR, THE OAKLAND AND JACKSONVILLE EN ROUTE CENTERS WILL BE OPENING CHILD CARE FACILITIES. FOUR OTHER EN ROUTE CENTERS-- KANSAS CITY, HOUSTON, MEMPHIS, AND MINNEAPOLIS--HAVE BEEN APPROVED FOR CONSTRUCTION OF CHILD CARE FACILITIES. AND, SEVERAL REGIONAL OFFICES ARE PREPARING PROPOSALS.

BESIDES THE CONSTRUCTION OF CHILD CARE FACILITIES, HOWEVER, WE NOW HAVE DOT/FAA POLICIES AND GUIDANCE IN PLACE AND CHILD CARE COORDINATORS IN ALL HUMAN RESOURCE MANAGEMENT DIVISIONS. IN ADDITION, WE HAVE A PROGRAM PLAN TO PROVIDE F&E FUNDING FOR THE CONSTRUCTION OF CHILD CARE CENTERS BY THE MID-1990'S AT ALL EN ROUTE CENTERS WHERE PROVEN NEED EXISTS.

SO, IT LOOKS LIKE WE'VE GOT ALL THE BASES COVERED--AT LEAST AS CHILD CARE IS CONCERNED--AND THE FUTURE LOOKS BRIGHT. AND THAT'S WHERE WE OUGHT TO BE LOOKING--AS THE THEME OF THIS CONFERENCE SO APTLY PUTS IT.



IT'S ENCOURAGING TO LOOK BACK TO SEE HOW MUCH PROGRESS WE HAVE MADE IN SUCH A SHORT TIME. BUT, WE KNOW WE CAN'T REST ON OUR LAURELS. WE MUST LOOK AROUND AND SEE WHAT ELSE NEEDS TO BE DONE IN A SOCIETY MARKED, IT SEEMS, BY ONE CONSTANT--CONTINUAL CHANGE. ALL THIS CHANGE HAS ENORMOUS IMPACT ON OUR WORK FORCE. IT PRESENTS ALL KINDS OF STRESSES AND STRAINS AND CONFLICTS THAT EMPLOYEES MUST DEAL WITH. OUR JOB IS TO FORESEE THESE SHIFTING FORCES--AS MUCH AS THAT IS POSSIBLE--AND DO WHAT WE CAN TO HELP MITIGATE ITS EFFECT ON OUR EMPLOYEES.

TODAY, FOR EXAMPLE, THERE ARE FAR FEWER "TYPICAL AMERICAN FAMILIES" WITH FATHER AT WORK AND MOTHER AT HOME WITH THE CHILDREN. IN FACT, LESS THAN 10 PERCENT OF FAMILIES FIT THIS DESCRIPTION ANYMORE. THIS IS A DRAMATIC CHANGE IN WORK FORCE DEMOGRAPHICS FROM JUST TWELVE YEARS AGO.

THE NUMBER OF WOMEN IN THEIR CHILDBEARING YEARS WORKING OUTSIDE THE HOME REPRESENTS ANOTHER SHARP CHANGE FROM WHAT WE WERE USED TO JUST A FEW SHORT YEARS AGO. THIS HAS LED TO THE PREDICTION THAT BY THE YEAR 2000 SIXTY-TWO PERCENT OF WOMEN WILL BE MEMBERS OF THE CIVILIAN LABOR FORCE. RIGHT NOW, OF ALL MOTHERS WITH CHILDREN UNDER THE AGE OF 14 YEARS OF AGE, ALMOST TWO-THIRDS ARE IN THE WORK FORCE.



HERE IN FAA, WE SEE EVERYDAY THE IMPACT OF THESE SOCIETAL CHANGES. THAT'S ONE OF THE REASONS WHY OUR GOAL OF ACHIEVING GREATER WORK FORCE DIVERSITY IS NOT SO MUCH A LOFTY GOAL AS A STEELY-EYED RECOGNITION OF AN EMERGING REALITY.

WE SIMPLY NEED TO ATTRACT AND RETAIN THE TALENTED WORK FORCE WE NEED NOW, AND IN THE FUTURE. AND, TO DO THAT, WE HAVE TO COMB THE RANKS OF WOMEN AND MINORITIES. OTHERWISE, WE WON'T BE ABLE TO KEEP UP THE HIGH STANDARDS THAT THE U.S. AND THE WORLD COMMUNITY EXPECT OF THE FAA.

AND, ONCE WE GET THESE EMPLOYEES ON BOARD AND TRAIN THEM, WE MUST PROVIDE THEM A WORK ENVIRONMENT WHICH IS SUPPORTIVE OF THEIR CHILD CARE AND OTHER NEEDS. WE PLACE A HIGH VALUE ON OUR EMPLOYEES HERE AT FAA. WE HAVE CALLED THEM OUR MOST IMPORTANT RESOURCE.

THEN WE ARE OBLIGATED TO PROVIDE THEM WITH WHATEVER SUPPORT WE CAN TO ALLOW THEM TO BE AS PRODUCTIVE, CREATIVE AND EFFICIENT AS POSSIBLE. THAT JUST MAKES GOOD MANAGEMENT SENSE, AND THAT IS WHY WE ARE ALL HERE TODAY.



AS I MENTIONED EARLIER, CHILD CARE IS JUST ONE OF MANY WORK AND FAMILY ISSUES AND CONFLICTS THAT CONFRONT THE WORK FORCE. AS YOU ARE GOING TO DISCOVER DURING THIS CONFERENCE, MANY, IF NOT MOST, EMPLOYEES CONFRONT SEVERAL OTHER "FAMILY-RELATED" SITUATIONS THAT OFTEN CONFLICT WITH THE DEMANDS OF THE WORKPLACE.

FOR EXAMPLE, HOW MANY OF YOU HERE TODAY ARE NOW FINDING YOURSELVES BECOMING CARETAKERS OF ELDERLY PARENTS OR EVEN ELDERLY PARENTS AND YOUR YOUNG CHILDREN AT THE SAME TIME? MANY OTHER EMPLOYEES MUST HELP CARE FOR A SICK SPOUSE.

ONCE UPON A TIME, IT WAS FASHIONABLE TO ADVISE EMPLOYEES TO LEAVE THEIR PERSONAL PROBLEMS AT HOME--BUT HOW CAN THEY DO THAT WHEN THERE IS NO LONGER ANYONE AT HOME TO TAKE CARE OF THOSE PROBLEMS?

SO, WE MUST STAY CURRENT WITH THE STRESSES AND STRAINS THAT BEAR ON OUR EMPLOYEES AND HELP THEM DEAL WITH THEM. OTHERWISE, WE WILL LOSE THEM. CORPORATE AMERICA IS BECOMING MORE AND MORE SENSITIVE TO THESE ISSUES AND IS STRIVING TO CREATE A WORKPLACE WHICH ALLOWS EMPLOYEES TO FIND A BALANCE AND SUITABLE SOLUTIONS. SO MUST WE.



ELDERCARE, FLEXIBLE SCHEDULES, TELECOMMUTING ARE ALL BEING IMPLEMENTED WITHIN VARIOUS ORGANIZATIONS IN ONE FORM OR ANOTHER. AND I THINK WE AT FAA HAVE TO TAKE A CAREFUL LOOK AT THESE PROGRAMS TO SEE IF THEY PERTAIN TO OUR SITUATION.

AND, I LOOK TO THIS GROUP TO LEAD THE WAY AS YOU DID IN CHILD CARE. I WANT US TO BE A LEADER IN DEVELOPING NEW INITIATIVES FOR HELPING EMPLOYEES STRIVING TO ACHIEVE A BALANCE AS THEY DEAL WITH THE CONFLICTS BETWEEN HOME AND THE WORKPLACE.

A PLAN OF ACTION MUST BE DEVELOPED AND WE SHOULD TRY TO IMPLEMENT THIS PLAN OVER THE COURSE OF THE NEXT YEAR.

OPM HAS BEGUN ISSUING GUIDANCE TO AGENCIES ON JOB-SHARING, PART-TIME AND TELECOMMUTING. CONGRESS IS CONSIDERING LEGISLATION REQUIRING OPM TO REPORT TO CONGRESS ON EXISTING WORK AND FAMILY PROGRAMS FOR FEDERAL EMPLOYEES. IT WOULD ALSO REQUIRE OPM TO DEVELOP LEGISLATIVE PROPOSALS ON HOW TO INCREASE THE NUMBER OF FEDERAL EMPLOYEES PARTICIPATING IN THESE PROGRAMS.

THERE WILL BE SPEAKERS HERE TODAY FROM OPM. I ENCOURAGE YOU TO FIND OUT ALL YOU CAN REGARDING OPM FUTURE INITIATIVES. I WANT FAA TO BE IN THE VANGUARD OF INNOVATION WHEN IT COMES TO HELPING OUR EMPLOYEES BECOME THE BEST THEY CAN BE. THIS GOAL IS NOT DICTATED BY ANY ADOLESCENT DESIRE TO BE NUMBER ONE, JUST TO BE ON TOP OF THE HEAP.



I JUST FIRMLY BELIEVE THERE IS A CRITICAL LINK BETWEEN HOW WE DO IN THIS AREA AND OUR CONTINUED ABILITY TO PROVIDE WORLDWIDE LEADERSHIP IN AVIATION.

SO, YOU'VE GOT A LOT ON YOUR AGENDA AND I CHALLENGE YOU TO MAKE THE BEST OF THESE NEXT COUPLE OF DAYS. A LOT DEPENDS ON IT. HERB WILL BE KEEPING ME UP TO SPEED ON YOUR PROGRESS AND I WILL BE FOLLOWING YOUR EFFORTS WITH GREAT INTEREST.

AGAIN, IN CLOSING, LET ME TELL YOU HOW PROUD I AM OF WHAT YOU HAVE ALREADY ACCOMPLISHED AND THE THE SPIRIT OF TEAMWORK YOU HAVE EXHIBITED.

THANKS FOR INVITING ME.

Remarks by FAA Administrator  
James B. Busey  
Groundbreaking Ceremony  
AAS and Security Laboratories  
Technical Center  
August 13, 1991

Thank you, Harvey. Governor Florio, ladies and gentlemen. I am pleased to be here this morning to participate in this groundbreaking ceremony.

We are not here just to turn over another shovel of dirt. We are here to mark an important milestone for the future of aviation. It's no exaggeration to state that the work done at these two laboratories will be crucial to the advancement of civil aviation in this country and abroad.

So, this is a truly momentous occasion, and I am glad that Governor Florio could be here us to help us mark it.

Let me start with the Advanced Automation System laboratory. The Advanced Automation System--or AAS, as we refer to it--is the crown jewel, if you will, of our modernization plans for the future.

The AAS is going to be a major factor in helping us meet the expanded domestic and international growth in aviation of the 1990s and beyond.

Let me give you an idea of the magnitude of this projected growth. Today, more than 400 million passengers took to the air in the U.S. By the end of the century, we are expecting that number to double and by the year 2010 hit the one billion mark.

So, nothing less than a major upgrade of the air traffic control system is needed to keep pace with that enormous growth. And that's precisely what the AAS system is designed to do.

The AAS system will upgrade the entire air traffic control automation system to handle traffic loads well into the next century.



This upgrade includes new displays and console equipment for both en route and terminal positions. It also includes new software and hardware for tower, terminal, and en route operations.

I think it is important to point out that today's system is perfectly adequate to meet today's needs. In fact, it has helped the U.S. develop the safest, most efficient air traffic control system in the world.

The Advanced Automation System, on the other hand, will be flexible enough to accommodate future demands and technology, improve vital safety services, increase productivity and keep costs in check.

And the focal point for the development of this AAS system is right here at the Technical Center. Between now and 1993, up to six hundred computer engineers and air traffic control specialists will be moving to the Atlantic City area to work on the AAS project.

We are going to implement the AAS system in five stages. Some aspects of the program are already underway.

The initial step involves the development of a system that will allow each en route center to communicate with other air traffic control systems. PAMRI, as we are calling it, was certified here at the Technical Center late last year.

It is now being evaluated at the Seattle en route center and is expected to be operational there by October 1. PAMRI also has been installed at Atlanta and Chicago for operational evaluation. So, this phase of the program is moving ahead nicely and is right on schedule.

The second step in the Advanced Automation System is the development of new work stations, or common consoles, for air traffic controllers. This is an extremely complex process because of the sophisticated software requirements. But, I am told that as of August 1, the software development team had completed more than 740,000 lines of code.

This represents more than 80 percent of the total lines of code needed for the new generation work station at en route centers. So, we are pleased at the progress that has been made on this project as well.

However, even after all the software coding is completed, the Tech Center will need to extensively test and fine-tune this initial Sector Suite System to make sure it works exactly as it is designed to do. This is essential before we turn it loose for operational use nationwide. So, a great deal of work remains to be done in this area.

Other phases of the AAS development program include dealing with such thorny issues as the human/machine interface and displays for tower controllers that provide constant updates of aircraft movements from gates to takeoff.

The final step in the evolution to a full Advanced Automation System involves the consolidation of all air traffic control operations in the same geographic area into a single coordinated control center.

Before we get to that final stage, we've got a lot more development and testing to do. And, that's why this lab here is so important. So, I know I speak for all of us when I say we are looking forward to the day when the lab is completed.

Now let me turn to the Aviation Security Research and Development Laboratory. This is certainly no less important.

In fact, aviation security is a top priority for the FAA, as it is for the international aviation community. The terrorist threat to aviation is always present and we must devise ways to counter it.

The Pan Am 103 tragedy, of course, focused increased world attention on the ever changing nature of the terrorist threat. And we at FAA have strengthened our commitment to help meet that evolving threat. This commitment includes the creation of an Aviation Security Research Service and construction of this Aviation Security Research Laboratory here at the Technical Center.

This laboratory will provide the setting for expanded on-site R&D into effective explosives detection devices. These new systems will be highly automated and aimed at providing high detection capability with low false-alarm rates.

Currently, we are working on the development of two basic types of explosives detectors. One is designed to collect, analyze, and identify vapor from different explosives.

The other uses electromagnetic energy or radiation to penetrate baggage and cargo to identify bulk explosives based on their elemental or structural composition.

There is a lot of other activity going on in security research as well. Besides explosives detection devices, we are working on airport security systems that can be applied to airports where the terrorist threat is greatest.

We also are experimenting with ways to strengthen the structure of aircraft to withstand an in-flight explosion in the event that an explosives device does make it on board an aircraft.



So, we are trying to stay ahead of the ever changing terrorist threat and this laboratory here at the Technical Center will help us do that. It is our pledge to do all we can to make sure a Lockerbie tragedy never happens again.

Now, before I close, let me thank all of you in FAA and in the Atlantic City community who have made this day possible. A lot of work takes place before we ever get to the point of turning over a spade of earth and smiling for the cameras.

And most of that up-front work is behind-the-scenes, painstaking, detailed work that rarely gets recognized.

Well, let me tell you, I know and appreciate the labor that is involved in a project of this magnitude. And I want to thank you for it on behalf of everyone at FAA.

The rewards of your labors here at the Technical Center will be to work on programs and projects crucial to the future of aviation. That's an exciting prospect and I envy you who will have the chance to be involved in this important work.

Thanks for inviting me. It was a pleasure to be with you.

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REMARKS FOR ADMIRAL JAMES B. BUSEY  
FAA ADMINISTRATOR  
BEFORE THE  
HISPANIC COALITION  
BALTIMORE, MARYLAND  
AUGUST 20, 1991

It's a pleasure to be with you this morning.

Let me say, first of all, that if we didn't have an Hispanic Coalition, we'd be busy inventing one right now.

Why? Well, the fact is that equal employment opportunity is a job for everyone. Sure, we can do a lot at the senior executive level. We can set the tone and direction. We can establish accountability and measure results. And we can keep attention focused on the task. But our management staff, working by itself, cannot do the whole job.

We need your help. We need your guidance. And we need your cooperation. And that's why I consider all of you to be my partners in this effort.

I'm especially pleased at your conference agenda, which emphasizes the kind of practical guidance that people need to go up the employment ladder. You're concentrating on what might be called the tools of empowerment.

And that's exactly the way it should be. Equal employment opportunity must be an organizational effort, of course. We need the FAA organization on board. And we need your Coalition on board too.

0635P - small  
0481A - large



The equal opportunity equation has two sides -- the organizational side and the individual side, which deals with those things that only the individual can do for herself or himself.

From an organizational perspective, we need to empower our people. And that has two aspects--removing the obstacles that hold people back and then providing them the tools they need to take advantage of opportunities.

There is no question that we still need to clear away some institutional debris that is getting in the way. And we need to focus a lot more attention on training. And this group provides us a great deal of support in both areas.

In the area of training, we must focus employee attention on developing skills that the agency needs. And we need to provide them guidance and direction to make sure they get the proper type of training.

Too often, employees take training that they like, but don't need. So, we must help them direct their energies and scare agency resources towards developing the skills they need to function effectively in the FAA in this last decade of the 20th century.

I don't mean just training in technical areas. Employees also need to develop communications skills. They need to know how to present themselves. They need to be able to give an effective speech or briefing. They need to know how to put their thoughts on paper clearly and succinctly.

These skills are particularly critical as employees move up through staff positions and middle-management ranks and on to executive level positions.

It is important that employees understand this. If we allow them to take any training course that comes along, without and purpose or focus, we are not doing them a favor. They may like us for the moment, but in the long run we are hurting their careers. That's why I strongly support Individual Development Plans which get supervisors and employees working together on this process.

This careful, planned approach to self development has a tremendous potential payoff. Employees with the proper qualifications and skills who are willing to work hard will do well at the FAA. The door of opportunity is now wide open.

So let me thank all of you for being here. It shows that you're serious about advancing the cause of cultural diversity within the FAA. It shows that you're ready to help our organization achieve one of its major goals -- which is to have a workforce that is truly representative of the cultural makeup of the United States.

We need a workforce with greater cultural diversity. And that means more minority employees of every kind -- more Hispanics, more women, more blacks, more Asian-Americans, and more native Americans.



As I've said, this is a challenge for everyone.

Although we've made progress in recent years, we're not there yet. Our workforce is still not reflective of American society. We have too few minorities of every kind. So we must now strengthen our commitment to getting the Opportunity job done.

Half-hearted efforts won't do. We want everyone in the FAA pulling in the same direction. We want everyone to help, in any way they can.

We won't get that kind of commitment unless everyone understands why we need cultural diversity. One of our jobs, then, is to help our fellow employees understand why we have this goal.

First, of course, it's the right and fair thing to do. It will mean the fulfillment of the American promise of equality. That alone is more than enough to justify the effort.

But there's another reason why we need greater cultural diversity. To put it bluntly, it's not only the right thing to do, it's the smart thing to do.

America has gone from the baby boom to the baby bust, and the number of new workers entering the labor force is declining. By the turn of the century, the experts say, we might even face a labor shortage.

In addition, while the number of new workers declines, the number of women and Hispanics, and other minorities in the workforce will increase. By the turn of the century, 85 percent of new workers will be women and minorities.

So, we must recruit and hire more minorities. And we've got to do it now, not ten years from now.

Now how should we measure our progress? We won't do it by using numerical quotas. Rather, we're using goals and objectives:

\*Our goal is to provide opportunities for those who have been denied them in the past.

\*Our objective is a culturally diverse workforce that is truly reflective of American society.

As you know, Hispanics are the fastest growing minority group. Unfortunately, the Hispanic share of the federal workforce has not kept up with the Hispanic increase in the national workforce.

Last year I told you that I was not satisfied with the level of Hispanic representation in the FAA workforce. I'm still not satisfied. We had 2.8 percent in 1980. Today we have 3.8 percent.

That's not good enough. The latest census shows that almost nine percent of the U.S. population is Hispanic.

So, no matter how you look at it, we're still not where we want to be.



But, let me assure you, these statistics will look better with each passing year. Not because "time heals all," as the old adage goes. It's because we are going to make it happen. And, I guarantee you, it will not take decades to reach our objective.

Now I don't want to leave the impression that we've made no progress at all. We have. I'm happy to report that two more Hispanic employees entered the ranks of the Senior Executive Service this year.

Marcos Costilla is our newly selected Airway Facilities Division Manager in the New England Region. And Fanny Rivera is the new Deputy Administrator in our Western Pacific Region.

Incidentally, Fanny is the first Hispanic to serve as a Deputy Regional Administrator. With the appointment of Fanny to that post, we now have two Hispanic women in our SES ranks. The other, of course, is Darlene Freeman, Deputy Associate Administrator for Aviation Standards.

Today we have five Hispanics in our SES ranks, which represents three percent of our senior executive group. That's not as good as we'd like, but it's better than it was a couple of years ago.

However, I'm happy to report that we lead the aviation industry in our Hispanic representation among our flight standards Aviation Safety Inspector workforce. Four point five (4.5) percent of our inspectors are Hispanic, yet only 1.5 percent of the national available labor force is qualified for this highly technical work. So we're doing all right here.

But, as I've said, we still have a lot of work to do. We know we'll never get it done just sitting on our backsides. We've got to step up the intensity of our EEO efforts. And we are. I reviewed a number of those steps with you last year in Tacoma, including :

- \*The establishment of a multi-year recruitment plan that will help us focus our activities on a national basis.

- \*The appointment of full-time recruiters in each of our regions.

- \*And the establishment of equal opportunity performance as an important measure of managers' performance.

We have also made training and development for women and minorities a defined responsibility for our managers. The aim is to make sure these employees have the chance to meet the basic eligibility requirements for better jobs.

One of our goals is to get more entry-level candidates in our recruiting pipeline, and we're putting special emphasis on finding qualified women and minorities.

For example, we're now looking at the possibility of shortening the screening program that identifies people with the talent to become air traffic controllers. The screen now takes nine weeks at the FAA Academy. If we can shorten that to a couple of days, we'd have a portable screen that we could take directly to communities with large minority populations.



We're also strengthening our support for aviation education at the secondary and college levels. At junior colleges, for example, we're helping to set up FAA-approved courses that will prepare students for air traffic and airways facilities jobs. And we're making a special effort to work with junior colleges that have large enrollments of minority and women students.

Now I'd like to talk to all of you and, through you, to your Hispanic friends, directly on an individual basis. I'd like to offer some advice.

As I said earlier, I think everyone needs his or her own individual development plan. Sure, this is a joint effort between the supervisor and the employee, but the employee shouldn't wait for the supervisor to take the initiative. They should do it themselves. Study, learn, and prepare for the day when you will have the chance to move up.

With all the emphasis on providing increased opportunities for women and minorities, I hope that some people aren't thinking that all they have to do is ride this crest to get ahead in the agency.

That's not what this is all about. Employees -- whether they are Hispanics, Blacks, or Caucasians -- will get ahead if they are qualified and trained properly. Period. The only difference is that we are trying to level the playing field to allow women and minorities to compete fairly for jobs in the FAA.

Aviation technology is becoming more complex with each passing year. We're getting greater automation throughout the system. We're preparing for satellite-based navigation, surveillance, and communication systems. We're really on the verge of a technological transformation that will give us an aviation system that will make today's system look as outmoded as the steam locomotive.

And that means we must have people who measure up to the technology -- people with the skills and the training to do the job right.

We can't run the system with just anyone who happens to walk into the employment office. We've got to have the best and brightest people we can get.

And I'm 100 percent committed to doing everything I can to make sure that Hispanics and other minorities get the opportunity to show what they can do.

I see a bright future for aviation -- a future that will challenge the FAA in ever more demanding ways. We're going to need more trained and talented people to do the work.

With the right training and the right motivation, Hispanics, women, and other minorities will have the opportunity to make their mark. The opportunity's there. The door's wide open.



Our objective is to have a workforce that mirrors the diversity of America's people. We're not there yet -- but we are moving in the right direction. I have no doubt that, if we work together, we can reach this objective before the end of this century.

Thank you.

Remarks by James B. Busey, Administrator  
Federal Aviation Administration  
Airway Facilities Managers Conference  
Oklahoma City, Oklahoma  
August 21, 1991

It really is good to have this opportunity to meet with you all and discuss issues of mutual concern.

Of course, one of the advantages of being the banquet speaker is that all of the really tough issues like budget and staffing and training and labor relations already have been resolved in the working sessions. Probably the only question that you still have is: "How long is this guy going to talk?"

The answer is not long. At least, not too long.

I was at Oshkosh last month for the annual EAA Fly-In and found myself speaking in the Theater in the Woods. It was hot and humid, and the mosquitoes were out, and then the rains came. But I had a speech text that seemed to go on forever and I couldn't find any way I could cut it short gracefully. But I did promise myself that there would be some changes made.

You all are among the first beneficiaries of this new policy of verbal restraint.

Besides, I didn't come here because I have any earthshaking news to impart or any deep insights to share. The truth is that I probably get a lot more out of these sessions with FAA people than you do. They give me an opportunity to meet and mix with employees from all over the country. In my view, this interaction is the greatest benefit that anyone derives from these kinds of meetings.

It's all too easy to sit in Washington headquarters and say, "What are they doing out there in the field anyway; don't they understand our problems?" And we're not the only ones guilty of occasional parochialism. I have it on good authority that people in the field have been known to dispute Washington's judgment from time to time, as well.



Misunderstandings like this can be quite disruptive and counter-productive to an organization as large and diverse as FAA. We can't afford conflicts that pit organizations and people against one another. There is only one FAA and we are it. We all need to pull together, to continually strive to meet the needs of our customers and employees.

One area where this is especially true is labor-management relations. FAA has a unique history in this area among Federal agencies. We were reminded of that fact again earlier this month when the news media observed the 10th anniversary of the 1981 PATCO strike.

That particular labor-management confrontation is one of those events we all would like to forget except we really can't afford to. The reason is carved in stone on the facade of the National Archives building in Washington. The message reads "Those who ignore history are doomed to repeat it."

Moreover, when you think back to how bad it was in 1981, you can appreciate how far we've come in the past decade. We have moved from an adversarial posture with our unions to a more collaborative approach that recognizes the fact that we are all in this thing together.

PASS certainly deserves credit for the progress that has been made in the Airway Facilities area and I'm happy to see PASS represented here tonight. I also had the distinct pleasure of addressing the PASS convention in Ft. Lauderdale in April and I'll tell you what I told them.

That is, labor and management have the same basic goals for the A.F. workforce and we need to work together to achieve them. We both want to promote professionalism, improve the job environment, and enhance career development at all levels.

That brings me to the subject of the upcoming contract negotiations with PASS. Again, going back 10 years, you'll remember that contract negotiations were something that everyone approached with a great sense of fear and loathing. Neither side took prisoners.

It's a different story now. The agency and PASS have committed to a cooperative approach to the negotiations rather than the traditional adversarial method. The negotiations team has been formed and will hold its first meeting just about one month from now.

I am very encouraged by all of this. I hope it means that we are going to write a new chapter in the history of labor-management relations in the Federal government. And this will be a chapter we all can be proud of.

There also have been other changes in the past 10 years which have affected FAA employee-management relations for the better. I'm talking specifically about Employee Involvement, EI, and Total Quality Management, TQM.

The Airway Facilities organization has been a pacesetter in the use of EI to improve and enhance labor-management relations. Your involvement predates my arrival at FAA, actually going back to the mid-1980s, so there is not much I can tell you about the subject that you don't already know.

But I know you are as pleased as I am with the results already achieved and with the potential for future gains. For example, EI has played an important role in forging a productive working partnership with PASS. And that's just the tip of the iceberg. There are many problem-solving working groups functioning throughout the system that are focusing on issues and concerns that are either common to a particular location or have wider implications for the entire A.F. workforce.

TQM is a somewhat newer innovation, at least as far as FAA is concerned. But it's been used in industry for some time with great success to foster an attitude that continually challenges everyone to do better. Simply stated, it's aim is not so much to change management styles but rather to remake the organizational culture.

I think there was some trepidation initially, particularly in the A.F. organization, that TQM was going to supplant EI. But that's never been the intent. They go hand-in-hand. Both have the same basic purpose. In fact, EI has been described as a TQM approach tailored to specific needs and issues.

Earlier this year, as you know, we established a 16-member TQM Executive Steering Group that includes representatives from both management and the employee groups. Arnie Aquilano is a member and so is Howard Johanssen. Meetings generally are held monthly.

Essentially, the Executive Steering Group is concerned with making policy, setting goals and providing resources and leadership. One of its major objectives is to foster TQM "awareness" training to all FAA employees and that effort is already well underway. It also is responsible for creating a substructure of Quality Management Boards and Quality Action Teams that will translate the TQM concept into a working reality. Those initiatives also are in the implementation process.



All of these developments are good news for managers. The collaborative approach to problem solving improves both product and productivity. It not only makes your job easier, it also makes you look better to those above you in the chain of command. Let's be honest: That's important, too.

And certainly in these times of budgetary constraints, managers need all the help they can get. The A.F. managers, in particular, face some rather daunting challenges in the years ahead due to the transitional nature of both the workforce and the workplace.

The problem of so-called aging A.F. workforce has engendered a great deal of comment and speculation in recent years. Properly so, too, although the appearance of this audience would tend to allay these concerns. You all look pretty robust to me. I'd say that even the most senior among you is good for another 10 years on the job, or 100,000 miles, whichever ever comes first.

Still, the reality of the situation is that 40 percent of the A.F. workforce presently is eligible for retirement and we expect to remain in that bubble through 1995. As managers, we have to deal with that reality and plan all of the various contingencies. It's not likely that all 40 percent will wake up one morning and decide as one to "hang it up," but it could happen, I suppose.

The good news, as I already indicated, is that we will be over that hump by the middle of this decade. The next generation of A.F. technicians already is in the pipeline with more being hired every day. Our end-of-the-fiscal-year target for the field maintenance workforce is 9,000 and we expect either to meet that goal or be awfully darn close.

Of course, the presence of these new hires provides managers with yet another challenge. These people have to be indoctrinated and trained and certified and seasoned before they can become fully productive employees.

It won't be easy but, thanks to the changes in the organizational climate we've been discussing tonight, you don't have to tackle these problems alone. You just have to reach out and make use of the help that's available.

Still, managing a workforce in transition would be challenge enough even without the additional complications presented by the changing workplace. We seem to pass another milestone in the old National Airspace System Plan almost every week. Judging from the invitations that come into my office, I suspect I could spend almost full time traveling around the country participating in groundbreaking, dedications, commissionings and the like.

From your perspective, this could be a case of too much of a good thing. You may be wondering if it's ever going to end and that's the "Catch 22" in this particular equation. It isn't.

That's one reason we replaced the NAS Plan with the more comprehensive Capital Investment Plan. Too many people -- including Members of Congress, unfortunately -- thought the NAS Plan was pretty much a one-shot deal -- that is, spend \$15.8 billion to upgrade the system and we're set for life. In this "Future World" scenario, A.F. technicians could just sit back and relax and hope for a phone call like the mythical Maytag repairman.

The CIP essentially is our way of saying, "Get real." It recognizes that the job of system upgrade is much more complex than simply replacing obsolete equipment with state-of-the-art hardware. And it recognizes that it's an ongoing activity.

That's why the cost estimates for the CIP are almost double that for the old NAS Plan with two-thirds of the increase earmarked for the newly-added categories of "Infrastructure Replenishment" and "Supportability."

Both of these categories impact significantly on the A.F. organization. I won't go into details but under "Infrastructure Replenishment," we are talking about the refurbishment, modernization, or replacement of virtually the entire physical plant for the air traffic control/air navigation system. To cite just one example, we estimate that nearly 150 tower/TRACON facilities will have to be replaced in the next 10 years.

The "Supportability" category covers personnel, systems, equipment, and other resources required to keep the National Aviation System running at peak efficiency. Some of the specific projects of interest to this audience include expansion of computer-based instruction, establishment of new system support and general support laboratories, development of on-site simulation based training systems, replacement of test equipment, development of an advanced radar analysis tool, and the overhaul and upgrading of the logistics support system.

But the CIP really is only one element of the FAA planning matrix. We already are looking beyond it to the air traffic management system of the 21st century in which satellite technology will play an increasingly important role for navigation, communications and surveillance. This also is going to impact the organization and A.F. will need to keep pace with these developments.



Within the last year, we've also issued the agency's first Strategic Plan to provide overall policy guidance and the more technically-oriented Human Factors Plan to ensure a proper mesh of people and machines in the future system with people maintaining the upper hand. And I understand Arnie has initiated a Strategic Planning process within Airway Facilities to define your goals and objectives as they relate to the overall organization.

Again, I'm not going into details but there is one point I'd like to make about all of our planning efforts. They are open ended. One of the lessons we learned from the NAS Plan experience is that you don't set plans in concrete or -- more to the point, actually -- give the impression that they are set in concrete. It forecloses your options and leaves you vulnerable to a lot of unfair criticism.

So all of our planning efforts are structured to accommodate new ideas, advancing technology and changing circumstances. The planning process, itself, is continuous and the opportunity is there for everyone to contribute. That means you, especially. We want and need your inputs.

One of our goals in building for the future is to develop a more culturally diversified workforce with increased representation at all levels of both women and minorities. You've heard this before, I know. In fact, some of you may be getting tired of hearing it and wish we would just sort of "give it a rest" for a time.

But the fact is we can't afford to. It's a matter of enlightened self interest, as much as anything else. The results of the 1990 census show conclusively how the face of American is changing. So the agency really has no choice -- legal or otherwise -- but to adapt to the times. Either we get with it or we get left behind. Given the nature of our work and the scope of our responsibilities, we can't afford to be left behind.

In this regard, I want to commend the A.F. organization for its efforts in this area. It's been very successful in recruiting affirmative action/EEO candidates in the various job series.

Moreover, it consistently has demonstrated a willingness to launch new initiatives. Arnie tells me he has just approved a new pre-hire electronic technician program which will utilize the training capabilities of private sector educational institutions to provide FAA with highly qualified minority electronic technicians.

Beginning this fall, schools in Illinois, New York, Chicago, California, Alaska, and Hawaii will offer a new two-year educational track designed to provide FAA with high calibre graduates. Future expansion of this program is anticipated once it's been proven successful.

This is the kind of progressive thinking we need if we are going to redress historic imbalances in the FAA workforce. Our goal, as I've said before, is to mirror the composition of the civilian workforce by the year 2000.

In closing, let me repeat something I told the PASS convention in April. That is, that I think that our Airway Facilities people are the "unsung heroes" of FAA. You don't get the publicity but you do get the job done. The reliability record of our equipment is phenomenal.

So I want you to know that we in Washington headquarters appreciate the job you're doing. Moreover, I think I also can speak for the rest of the aviation community and the traveling public on that.

I don't have to tell you to keep up the good work. I know you will.

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REMARKS BY ADMIRAL JAMES B. BUSEY  
DEDICATION CEREMONY  
AMERICAN EAGLE TRAINING CENTER  
DALLAS, TEXAS  
AUGUST 22, 1991

Thank you, Bob. I'm delighted to be here today.

I have one major concern that comes ahead of everything else. That concern is aviation safety. Now there's no question that we've got a good safety record in this country. In fact, it's one of the best in the world, the end result of the efforts of many people -- in the FAA, the airlines, and the aerospace industry.

As good as our record is, however, we're going to do even better in the years ahead. Aviation technology is becoming more sophisticated, and we're getting all kinds of new capabilities that will improve safety and efficiency.

But we must be careful how we use this technology. We must never lose sight of the fact that, ultimately, the single most important factor in aviation safety is the human being.

Human error is still a factor in most aviation accidents. The best way to improve safety will be to reduce human error. The best way to do that will be to increase the professionalism of the people who maintain the equipment, run the air traffic control system, and fly the planes.

And that's exactly what this new center is all about:  
Professionalism.

Here, American Eagle crews will get the formal training that will bring them up to the professional standards of American Airline crews. They will be exposed to the heritage, the experience, and the skills that have made American one of the world's truly great airlines.

American has been a recognized industry leader right from the early days when C. R. Smith founded the airline. And here today, in this great new facility, we can see another example of that long tradition of excellence.

I recently visited American's new maintenance facility in Tulsa, and I was greatly impressed by what I saw there. I'm equally impressed by what we see here today. This facility, which mirrors the way it's done for American Airlines, brings major airline technology and training methods to the regional level.

The operations center, for example, is a duplicate of the American system, with a consolidated dispatch area, lightning detectors, weather radars, computers, and everything else needed for a safe, efficient operation.

And what a great place this will be for a young pilot early in his or her career to get a level of training that ordinarily is available only with the majors. The training, the equipment, and the support that Eagle pilots will receive here is unique in the regional airline industry.

These full-motion simulators will give them a chance to deal with fires, snow, ice on the runway, you name it -- and live through it all.

They'll have a chance to find out how the plane responds in all kinds of situations -- and, equally as important, how they react to those situations. Better to learn those lessons here than out on the line.

The application of major airline training standards to a regional airline is, I think, a great step forward. And I hope we'll see other regional carriers following American's lead in this field.

One of our goals at the FAA is to bring the training programs for our commuter and regional airline pilots up to the training standards for major air carrier pilots.

We believe that this could make an already good safety record even better. And the record is good -- so good, in fact, that last year commuter and regional air carriers had the lowest number of accidents ever recorded by the National Transportation Safety Board.

In fact, the accident rate was zero last year for regional airlines operating under Part 121, which governs major airline operations.

So the record is good. And it could become even better when out Part 135 operators upgrade their pilot training programs to major airline standards under Part 121. That's what American Eagle is doing here, and it's a welcome step forward.

The emphasis must be on pilot performance, of course. But I'm glad to see that this training center isn't just for pilots. Flight attendants are going to use a unique cabin emergency equipment trainer that will give them a sense of the reality of dealing with smoke in the cabin and other emergencies.

Here, again, American is leading the way. This is the first and only such cabin emergency trainer in the regional airline industry today.



Regional airlines don't get a lot of public attention. But what happens in this segment of the industry is very important to the traveling public. With each passing year, our regional airlines are providing more and more service to our smaller cities.

The industry serves more than 800 communities and flies more than 1900 aircraft. Last year, it transported nearly 42 million passengers and racked up more than seven billion revenue passenger miles.

Those numbers are even more impressive when you realize that they were achieved in a difficult year, with the economy sliding into recession and fuel prices skyrocketing.

There's no question that our regional airlines are one of the country's great growth industries. Our most recent forecast predicts that the number of regional airline passengers should about double by the year 2002, and revenue passenger miles should more than double.

American Eagle, the industry leader, is growing almost on a daily basis. I asked how many planes there are in the American Eagle fleet, and the fellow said he wasn't sure because he hadn't checked that day's delivery log. The operation is scheduled to get about 80 new aircraft this year.

It's going to need them. American Eagle operates about 1500 flights a day, and it will transport more than nine million passengers this year.

Now some people have charged that airline deregulation led to a reduction in air services to smaller cities. Well, what we see here today is just the opposite. American Eagle serves 160 cities throughout the U.S. and the Caribbean, and it's getting bigger all the time -- proving once again that air service will be provided when the market is there and the economics make sense.

So there's a great future ahead for the American Eagle family, and for all of our regional airlines. No question about that.

And there's no question that with an operation like this, American Eagle is showing the way for the industry. Here we have the highest level of professionalism and technical expertise being extended to an industry segment that historically has not had this level of attention.

I'm sure that this great new facility makes sense from a business standpoint. And I know that it makes sense from an aviation safety standpoint as well. It represents, as I have said, a welcome step forward.

It's a pleasure to be here today, and I wish you all the very best of success.

Thank you very much.



REMARKS FOR ADMIRAL JAMES B. BUSEY  
ADMINISTRATOR  
FEDERAL AVIATION ADMINISTRATION  
NORTHWEST AIRLINES  
MINNEAPOLIS, MINNESOTA  
AUGUST 26, 1991

Thank you. It's great to be with you tonight.

I've spent most of the day taking a look at your operations here, and I'd like to give you an outsider's view -- which is that this is one great airline.

I saw great maintenance facility, superb operations center, and your pilot training center. John Kern tells me it's the best in the world, and a lot of other airlines seem to agree. I'm told that on a normal day you usually have about 15 other airlines using the training center.

So I'm impressed by what I saw today. And I'm also impressed by the fact that Northwest ranked number two in the DOT most recent on-time performance report. What I saw today is clearly a first class operation.

Of course, like every airline, you face some tough challenges. The turmoil in the airline business is front page news almost every day. For many airlines, the recent past has not been easy. As one newspaper put it, "Of last year's top 13 airlines, Eastern is out of business and at least half the others are in trouble."

There's little doubt in my mind that Northwest has great potential. But you've got to grow. If you don't, you won't be able to capitalize on the great opportunities ahead.

Flying is everybody's preferred way to travel. And everybody's doing it. Our most recent FAA forecast predicts substantial growth in air travel, both domestic and international. We believe the number of airline passengers will about double in the next 12 to 15 years. That's growth from over 400 million to over 800 million passengers per year in our system.

But the best news for Northwest is that the fastest growth will be in the Pacific region, the very market where you are the strongest. In fact, the Pacific will be the world's fastest growing air transport market in the 1990's. That certainly should boost your confidence.

If I were a betting man, and if I had to make a bet tonight, I'd put my money on Northwest. I think you have what it takes to meet the challenges ahead.

Fortunately, in my job I don't have to be concerned about the economics of the airline business. My job is to make sure the FAA provides the oversight needed to assure the safety and security of the traveling public.

Safety is my major responsibility and it's what I like to talk about the most -- especially to a room full of pilots. And that's what I'm going to do tonight.

First of all, I'd like to bring you up-to-date on the aging aircraft problem. It's taken a lot of work by a lot of people -- many right here at Northwest -- but we've made great progress since the Aloha incident in 1988.

The aging aircraft task force and its working groups have helped us develop AD's on structural modifications and corrosion control for many of the world's major transport aircraft. And that work is continuing.

I'm gratified by the terrific cooperation we've gotten. Hundreds of people from throughout the industry have joined in the effort. They have helped make this program far more effective than it would have been if the FAA had worked alone. And we're getting the safety mandates in place a lot faster, too.

Your own airline, for example, is taking the lead in developing repairs assessment procedures for Douglas aircraft. Those procedures will be used as the model for aircraft from other manufacturers.

Northwest has the world's largest fleet of aging DC-9's, so you know probably better than anyone about the impact of the new maintenance requirements. They're costly, but we have no choice. The problem is just too serious to sidestep.

We must do whatever we can to assure the dependability of the aircraft we fly. And we've also got to do everything within our power to make sure that they don't run into each other. That's why we've got TCAS coming along.

About half the fleet is now TCAS equipped, and we've already flown more than a million TCAS flight hours.



Best of all, we believe TCAS has already saved lives -- which is the payoff we expect from this technology.

Now I know that some pilots had misgivings about TCAS. They thought they might be cited for a violation if they flew a TCAS maneuver.

Well, I'm glad to tell you that there have not been any enforcement actions against pilots who flew a TCAS maneuver -- and we've already had more than 1,200 such maneuvers.

TCAS isn't an enforcement tool. It's a safety tool, and our purpose is to get it working right. We're not going to cut your heads off if you do a TCAS maneuver. Of course, we reserve the right to take action in cases of gross negligence. But we haven't had any so far, and I don't think we will.

Another promising new safety initiative is our Advanced Qualification Program, or AQP, which is designed to enhance professional qualifications to a level above what is currently required by Part 121 and 135.

AQP gives an airline an opportunity to rewrite its whole training program, to tailor it specifically to its own requirements. The primary emphasis is on training the crew, rather than the individual.

I'm enthusiastic about AQP because it mandates training in Cockpit Resource Management and Line Oriented Flight Training. And it strongly supports the use of advanced simulation techniques and innovative new training methods.

Now, here again, let me call attention to the lead role your airline is playing. Some of your pilots spent many days helping us develop and refine the AQP rule and to write the advisory circular that went with it. So once again, my thanks for your help.

It's going to be a good program. We're processing three initial applications right now -- from Northwest, Delta, and United. Northwest's will cover your 747-400's.

One of my goals for the FAA is to speed up and improve our rulemaking activities. We've been criticized -- and I think rightly so -- for not bringing the industry and the public into the rulemaking process early enough to have an effect.

Well, we're correcting that through our new aviation rulemaking advisory committee that is designed to get the public and the industry involved in our rulemaking process -- right from the start.

Here's another instance where we're getting tremendous industry support. The committee has representatives from 60 organizations, including many airlines. And it has nine subcommittees and 25 working groups that are looking at a wide range of safety issues.

The committee gives you folks in the industry a chance to roll up your sleeves and pitch in. It gives you the chance to help us set our rulemaking priorities and draft better proposals. It gives all of us a chance to do a better job of considering the impact of a proposed new rule.

Northwest is currently represented by the Air Transport Association on the committee, and we would welcome your participation in any of the working groups.

As you probably have heard, I want to raise the level of voluntary compliance with the rules. I think we need to build better working relationships with your industry, and I think we need a positive atmosphere that is based on trust and confidence.

So last year I ordered a major shift in our compliance and enforcement activities -- from punitive to remedial.

For the airlines, we set up an internal self-audit program, which can be summarized this way: If you find an inadvertent violation, and you tell us about it, fix it, and take steps to prevent it from happening again, there'll be no penalty.

I want all of you to know that, whenever there's a problem, I'm personally committed -- and I have committed the FAA -- to working with you to fix it. And I would urge every airline manager and every pilot to work with us in a cooperative spirit.

Let me give you an example of what can happen when the FAA and an airline work closely together on a common problem.

About a year ago, the FAA and USAir got together to help resolve an unusually high number of altitude deviations in the USAir system.

The company worked with the union and came up with a solution which is called the Altitude Awareness Program. They presented it to the FAA and we're now running a test program that takes this problem out of the enforcement arena.

The Altitude Awareness Program gives us a way to get information from pilots RIGHT NOW -- so that we can analyze what happened -- look at the training programs -- examine the procedures used by the airline and by our ATC people -- and whatever else -- and then make a correction RIGHT NOW.



A pilot is not penalized if he or she admits to an altitude deviation and comes in to work with the investigating team. The emphasis is on finding and fixing the problem -- not on filing a legal enforcement against a cooperative pilot.

What have we learned so far? Well, for one thing, you can get tremendous improvements from some very simple changes. Let me give you an idea. We've found that staying on altitude is more likely if, whenever ATC gives an altitude change, the non-flying pilot resets the altitude alerter and puts his finger on the altitude alerter -- and the flying pilot then confirms the altitude change and points to the altitude alerter.

Sounds simple? You bet. But it's effective. That simple acknowledgement seems to have alleviated some problems. It's a confirmation that "yes, we both heard the new altitude. Yes, it's been set right in the altitude encoder. And yes, that's the altitude we're going to."

I think this program proves that an airline, the pilots' union, the pilots themselves, and the FAA can work together effectively on a sensitive, difficult issue involving pilot performance.

And I think it's a great example of the kind of change I had hoped would come out of our new enforcement and compliance policies.

We're going to continue the test program with USAir, and once we analyze the results we may well decide to go nationally with it.

Many people today feel that aviation safety will be improved primarily through the increasingly sophisticated technology.

I don't agree with that view. New technology will improve safety, of course. But the biggest payoff will come from improving human performance throughout the system.

We need to find out how to use new technology to improve human performance. Right now, for example, the new capabilities that could be provided by digital flight data recorders are an unused asset. It's time to start using it for everyone's benefit.

My interest is in the safety of the system. If we can make safety improvements by using this data, then we should use it.

Digital flight data recorders collect much more data than the old analog recorders. They offer tremendous new possibilities, not only in investigating accidents but, more importantly, in preventing them.

We can use operational performance information, recorded during flight, in many new ways. It can help pilots to manage fuel usage better, to control speeds better, to make more precise approaches, and so on. It can help improve airline training. It can give us more accurate trend analysis that can spot potentially dangerous trends much sooner. It can lead to better aircraft designs and improved ATC systems and procedures. The benefits are almost limitless.

Now I know that many pilots are concerned about how this data might be used. Some see it as a threat. They feel that airline management might use it in a punitive manner.

I don't think any pilot would welcome an automated, digital spy to the cockpit. I certainly wouldn't. But I'm equally certain that we can work with airline managements and pilots and the union to develop formal agreements that will let us all use this information in a non-threatening way. It need not be a threat to any pilot.

As I told a pilot group at Delta Airlines more than a year-and-a-half ago:

"We will protect the anonymity of pilots, and if we have to have rules and regulations to do that, then, so be it. We will have the rules and regulations.

"We'll do whatever is necessary to cooperate with the industry and the unions to preserve the confidentiality of the program and the anonymity of pilots."

Believe me, that pledge still holds. As long as I'm in this job, I am going to push to get agreements that will ensure that flight recorder data will not be used against pilots. If we can get a formal structure set up properly, then we will have laid a solid foundation for increased efficiency and safety.

You may have seen a story recently about British Airways' new safety information system. It's designed to collect a vast amount of additional information that can be used to spot and track operational and technical trends -- and to improve safety through more effective training and better equipment maintenance.

That airline has gone to great lengths to protect pilots and maintain confidentiality. The names of crewmembers involved in individual events are not included in the reports that are sent to flight crews, engineering personnel, and operating managers. And they've set up five levels of passwords that prevent unauthorized personnel from gaining access to the files.



In addition, the airline's top man, Chief Executive Colin Marshall, has signed an agreement that gives pilots limited immunity in filing air safety reports. And he has also said that the airline will not use data showing a trend of poor pilot performance as a contract bargaining tool.

So it's possible to conduct a flight review program in a way that does not threaten a pilot's reputation or career. A number of airlines -- including Swissair, KLM, Lufthansa, and Japan Air Lines -- have had flight data monitoring programs for years.

And their experience shows that it can improve safety. After more than 15 years, for example, Swissair considers it one of the best accident prevention tools available. They use it to draw attention to facts, not to go after any individual.

I think we can do the same in this country, if we approach the problem objectively and in a spirit of cooperation.

But first we need to study the process. To do that, we're negotiating with the Flight Safety Foundation to run a study that will look at the way recorders are being used in other countries and how they might be used here.

ALPA, airline managements, and the FAA all strongly support this study, and we expect to sign a contract with the Flight Safety Foundation next month.

I would like to see a U.S. carrier -- maybe your airline -- start a pilot project in this area. The FAA would be more than glad to work with your management and your union to get moving on this.

As I said, other air carriers in the world are doing it. Now it's time for us to get started too.

As you all know from personal experience, the primary responsibility for safety rests with the people who run the system -- the people in the cockpits, in ATC, in manufacturing, and in the maintenance facilities.

The safety of our system depends on the actions of thousands of people, each doing his or her job with skill and dedication. And that's why I've focused tonight on some of the things we can do to improve human performance. That's where the real safety payoff lies.

It's been a great pleasure to be with you this evening.

Thank you very much.

REMARKS FOR FAA ADMINISTRATOR  
JAMES B. BUSEY  
HEARTLAND EEO COUNCIL SEMINAR  
KANSAS CITY, MISSOURI  
AUGUST 29, 1991

I am glad I could be with you today. Thanks for inviting me.

This Heartland EEO Council is providing an extremely important service to the FAA. And I want you to know how much I appreciate it.

What I especially like about this council arrangement--and this includes your counterpart organization in south Florida--is that it promotes unity and understanding between field facility managers and representatives of our special emphasis programs.

As a result, facility managers in Air Traffic, Flight Standards, Airway Facilities, Aircraft Certification, and the other program disciplines, better understand what we are trying to do with the EEO program.

I know this is your first seminar and I must tell you how impressed I am. I know this sort of thing takes a lot of work, but it's well worth the effort.

It opens up this process to the larger FAA family and the wider Federal community here in the Kansas City area. What it also does is focus attention on all that needs to be done, individually and collectively, to get the job done in the area of EEO and affirmative action.

It's important for everyone to understand this: We have set some lofty goals for ourselves in the area of creating a more culturally diverse work force. And it's going to take some hard work over a sustained period of time to reach those goals.

Finally, this forum provides a public forum for airing some of the myths that are holding us back from reaching our goal. I think it's important to get these issues out in the open where we can deal with them. And I am glad to see that you have a workshop devoted to this topic.



There is still a lot of negative assumptions swirling around out there in society and even good, fair-minded people can pick up on them if they are not careful.

As someone recently put it, the prevailing view of affirmative action is that some will be promoted at the expense of others. And that's not what EEO is about at all.

Those opposed to affirmative action say if we truly want to be fair, there should be no special emphasis or preference shown to any group. And, indeed, that is a wonderful goal. That is an ideal that we all want to attain.

But, we do not live in an ideal world. We live in a world that has been shaped by forces that has made it anything but ideal for generations of minorities and women who have persistently been denied a fair shake in the workplace, particularly in certain quarters.

And even in this last decade of the 20th century, the effects of this discrimination remain. There is no question, for example, that women and minorities are seriously under-represented at FAA. And, in response to this, we cannot wrap ourselves in a mantle of idealism. We must do something to correct that, and that's what affirmative action is all about.

And that's all it is designed to do--redress the balance, level the playing field, provide genuine equal opportunity.

But, we're not there yet. And, in the face of this reality, it is the worst kind of cop-out to look at the current situation and do nothing.

Just as cynical and just as harmful is what I would call a malicious compliance with EEO policy. And by that I mean "getting the numbers up" without any concern for quality hiring or quality training and development once we get people on the job.

This would only play into the hands of those who still believe that affirmative action means sacrificing quality. This, of course, is another false issue that obscures the true purpose of affirmative action. But, we cannot ignore the fact that this attitude is prevalent in certain segments of society. All we can do is make sure it never creeps into our thinking and attitudes about the EEO program at the FAA.

Affirmative action can never be a question of lowering our standards.

So, we need managers who truly understand what this program is all about and what we are trying to achieve. And we need them to get involved personally in recruitment and hiring and training.



This is not just a nice or fair thing to do. It's the smart thing to do and an absolutely essential thing to do.

I won't spout the demographic forecasts, the projections for the workforce 2000. You know these figures better than I.

The bottom line is that we are in a race for the technical expertise that we will need to operate and maintain the national airspace system of tomorrow. And we will simply not be able to maintain our preeminence as a world leader in aviation by sitting back and waiting for that technically trained workforce to come knocking at our door.

We must go out and find it and develop it. And we must start now. The 21st century isn't that far down the pike, way off in some misty future. It's less than a decade away.

As I told the Washington Chapter of the National Black Coalition in late June, we are not the only ones actively involved in women and minority hiring. A Wall Street Journal article reports one firm as saying that more employers were trying to hire women and minorities in the last year than in the previous eight years combined.

As the article also went on to point out, some companies are doing this to suit their 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 at FAA are up against some stiff competition for the workforce of the future. This is clearly one of our greatest challenges. But, I am confident we can meet this challenge if we all pull together.

I am pleased with the progress we are making. Not fully satisfied, mind you, but pleased. We still have a long way to go, but we are headed in the right direction.

For example, among the employees who are still in the running as candidates for this year's SES Candidate Development Program, thirty-three percent are women and minorities. This represents a gain over last year, the first year of the CDP program.

Of this year's candidates, three Black females made it through the initial paper screen and one is still in the running after the field has been narrowed to 36. This may not seem like much. But, last year, no Black females made it successfully through the program and only five Black females out of the entire agency even applied.



Just recently, I appointed an Hispanic woman, Fanny Rivera, as Deputy Regional Administrator of the Western-Pacific Region. She joins Darlene Freeman, Deputy Associate Administrator for Aviation Standards, as the other Hispanic woman in the SES ranks.

And, as you all know, at that same time, I appointed Jerry Franklin as the deputy to Stan Rivers to head up this Central Region. I might just note that both Stan and Jerry are doing a great job.

Not only are they providing the kind of leadership I am looking for, they are serving as examples to Black children growing up here in Kansas City, St. Louis, Joplin, Jefferson City, Omaha and other communities in this region.

This is important. I want Black children, Hispanic children and children of all ethnic backgrounds and gender to look at FAA as a place where they would like to work, maybe even spend a career. And quality people like Stan and Jerry, and Fanny and Darlene, and Arlene Feldman, who heads up our New England Region, serve as powerful role models.

But, let's keep in mind, recruitment and hiring of women and minorities are not just the responsibility of women and minorities who have made it to the top. It's everyone's job, and supervisors and managers throughout the agency are realizing how serious I am about this issue.

Performance in EEO 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 have a plan on how they aim to get there.

Now, this inevitably brings up the dreaded "Q" word, Quotas are anathema to almost everyone. They breed cynicism on the one hand and self-doubt on the other.

Goals, however, are legitimate affirmative action tools. We can't totally ignore numbers and percentages. They are often 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 numbers and percentages remain the same, I get skeptical. While goals, as opposed to quotas, are flexible, I'd say that person needs to try harder. Or maybe that person needs a change of heart--or even a change in jobs.

But, let me move on to a couple of positive developments in the area of recruitment that are of particular interest to this group. Let me start with the air traffic screen.



This new screen is still being tested, but we are pretty excited about its potential.

As the situation now exists, the air traffic control screen consists of nine weeks at the FAA Academy in Oklahoma City. What this means, essentially, is that a person has to quit his or her job to find out if they have the aptitude 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 they should have to.

We don't think it's fair to them, so we are working on a much shorter screen--even as short as a couple of days, over a weekend perhaps. That way, prospective employees can afford to at least try. If they wash out, they can return to their regular jobs without losing pay or face.

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

Finally, I would mention the new affirmative action outreach program, called SOAR, recently initiated by Joe Del Balzo and the Aviation System Development complex. It is designed primarily to attract more women for upper management jobs at the FAA.

Through merit promotions, fifteen positions will be advertised under this program. Ten of these positions will be located at FAA Washington headquarters and five at the Technical Center at Atlantic City.

With this program, candidates will be given training and assignment opportunities that will allow them to compete on even terms with their male counterparts for future leadership roles at FAA.

One of the problems in the past is that women have not been provided such opportunities and therefore they were not showing up on the lists of referrals for jobs. So, we are trying to change that, through formal programs like SOAR, and by requiring managers to provide appropriate training and developmental assignments for promising women employees under their supervision.



There's no question that this business of managing a diverse work force will require a different type of manager than FAA has typically had in the past. And I am pleased to see you have a session devoted to this issue.

Here's the way I see what we need:

We will need managers who understand the richness and value-added benefit of having a culturally diverse work force.

We will need managers who see management, not as an opportunity to wield power, but as an opportunity to empower others.

We will need managers who are not focused on their next rung up the ladder but are more concerned about the training and development of the employees who work for them.

We will need managers who are not threatened by participative management but regard it as a source of strength.

And on that score, I might note that Pat Dolan will be talking to you about the Quality Through Partnership program. This holds out great hope for helping FAA avoid the labor-management standoffs that have hurt us so badly in the past.

We will need managers who understand, not just the technical aspects of their job, but the larger world in which the FAA operates including institutions like the Congress, which has such a powerful influence on our ability to carry out our responsibilities.

We will need managers who understand not only management manuals, but who understand people and what makes them tick--what motivates them and what makes them want to get up and go to work in the morning.

Finally, we will need managers who understand the importance of addressing issues such as child care and other societal factors that vitally affect the way our employees do their jobs.

These are not just women's issues. They are concerns of families--of men and women. Managers can no longer afford to draw an artificial barrier between work and home on these key issues. They're all part of a piece and we must help our employees deal with them.

To employees who expect to play a part in the FAA of the future and to move up the career ladder, let me say this:

With all the emphasis we have placed on EEO, affirmative action, and the changing work force, some may get the impression that the future is theirs simply because the tides of history are favorable. But, let me assure you, it's not just a matter of sticking around until the tide changes.

There is no question that women and minorities will occupy a significantly large place in the workforce of the future.

But, make no mistake, 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.

Managers and employees alike must work together to help employees develop the skills the agency needs.

Too often, employees take training they like, but don't need. So, they need our help in directing their energies and scarce agency resources towards developing the skills they need to function effectively in the FAA.

I don't mean just technical training. It has been said of FAA that it is well trained but not well educated. There is some truth to this, I believe. I think this shows up most dramatically as employees try to move up the ladder where they are expected to have vision, a broader view of the world, and a greater understanding of people.

Employees need to develop communications skills, for example. They need to know how to present themselves. They need to be able to give an effective speech or briefing. They need to know how to put their thoughts on paper clearly and succinctly.

To this end, we need to encourage employees to further their education, to develop the depth and perspective that a good education can help provide. But, they need direction and focus here, too.

It is important that employees understand this. If we allow them to take any course that comes along, without any purpose or focus, we are not doing them a favor. They may like us for the moment, but in the long run we are only hurting their careers.

That's why I strongly support Individual Development Plans which get supervisors and employees working together on this process.

This careful, planned approach to self-development has a tremendous potential payoff. Employees with the proper qualifications and skills who are willing to work hard will do well at the FAA. The door of opportunity is now wide open.



Freedom of opportunity is a powerful incentive. People aren't looking for stacked decks--they are just looking for a fair chance to compete.

Recent events in the Soviet Union have shown us what people are willing to do to maintain freedom and opportunity, once they have tasted it.

This country has always stood for opportunity, and it still does. So, as we provide a beacon of hope for millions around the world, let us make sure we are doing what we can to provide that opportunity to those within our sphere of influence here at the FAA.

Thank you.