

REMARKS BY DEPUTY FAA ADMINISTRATOR
LINDA HALL DASCHLE
DEDICATION OF THE
DALLAS-FORT WORTH AIRPORT TRAFFIC
CONTROL TOWERS
JULY 15, 1994

Thank you. It's good to be back in Texas, and I'm especially glad to be here again in the Dallas-Fort Worth area. You all know how to make somebody feel really welcome.

I thank you for that.

It is a tremendous honor, and an exciting one for me, to be here on the occasion of the dedication of not one, but two new airport traffic control towers.

The achievement we celebrate today would not have happened without the help of some very good friends that FAA has in Texas.

So, first off, I would like to thank Governor Ann Richards, the members of the Texas Congressional delegation, and all the mayors and city council members throughout the metroplex.

With resources as scarce as they are today, they've all done a tremendous job in seeing that when the people of America fly in the State of Texas, they get the best possible service.

I would also like to thank Chairman David Braden, Executive Director Jeff Fegan, and the members of the DFW Airport Board staff, and all our partners in the industry.

And finally, I would like to everyone in the FAA family who worked on this project. This is an effort which called upon many separate services of the FAA -- Air Traffic, Airway Facilities, Airports, and Logistics, among others -- to collaborate in working out the details.

The proof of what all of you have achieved is here in these towers.

I know that Secretary Peña and FAA Administrator Hinson are as proud as I am of these two impressive structures and what they mean for the progress of aviation in this state.

You have a great deal to be proud of today.

Nothing like this has ever been done before in the history of American aviation.

It just goes to show you how rapidly this industry is changing. And again, Texas is in the forefront of the change.

Today, we proudly dedicate these two new state-of-the-art towers, and we boldly take another step forward into the future of aviation.

We cannot know with certainty what aviation will look like 20 years, or even 10 years from now. But given the accelerating pace of technology, I would not be surprised if the next two decades equal -- even surpass -- all the advances that we have seen in aviation over the past nine decades.

Aircraft will be faster, safer, and -- most likely -- bigger. Feasibility studies, aimed at developing a plane that can carry 600 to 800 passengers, are already underway. And throughout the world, the move is to cleaner, quieter, more efficient aircraft.

Our airport facilities, already the finest in the world, will become even more modern and capable of handling more people and more cargo.

Between 1982 and the year 2005, the FAA will invest some \$32 billion dollars to replace aging equipment -- to upgrade and improve the entire air traffic control system -- and to squeeze out as much capacity as we can from our existing airports.

Much of our investment program focus on three new technologies: satellite navigation, higher levels of automation, and digital data link communications.

What is happening here at the Dallas-Fort Worth Metroplex is an example of our modernization program at its best. These new towers cabs will be equipped with the best and latest in ATC computer technology. Here we have a showplace of what we've achieved -- and a showpiece of our future system.

As our airport and air traffic control facilities become much more sophisticated and user-friendly, so will the organization which delivers this essential service to our nation.

As many of you know, President Clinton has proposed that the air traffic control function be taken over by a new, government-owned corporation -- one which would incorporate the best elements of private sector management and the competitive power of market forces to make Government really work for people.

Our goal is clear: to make the changes necessary to allow the air traffic control system to be as safe, efficient, and cost-effective as it can be -- today, tomorrow, and into the next century.

DFW Airport has been, is now, and will continue to be in a class all its own.

You will have --

- o Not just one -- but three control towers.
- o Seven VOR's in the basic airspace structure.
- o Four airport surveillance radars
- o Fourteen instrument landing systems
- o And Global Positioning System (GPS) approach capability.

All in all, a truly astounding combination of first-class hardware, superior organization, and top-notch personnel.

For anyone wanting to visit one place -- a single place -- where our nation's newest, most advanced air traffic control technology can be seen at work -- Dallas-Fort Worth is the place to come.

And sure that in the next few months, you'll be part of a steady stream of visitors from abroad -- members of the international aviation community who will want a first-hand glimpse of the future.

Once again -- as has happened throughout your history -- Texas attracts those drawn to the frontier.

Today, we are staking out a new boundary line.

One which marks the transition between World War Two era technology and an air traffic control system which belongs to the age of space satellites, computers, and digital communication.

And once again -- as has happened so often before in your history -- the frontier is found right here in Texas.

I congratulate all of you on a job very well done.

Thank you very much.

The Honorable Linda Daschle
Deputy Administrator
Federal Aviation Administration

Remarks to
Federally Employed Women
Washington, DC
July 18, 1994

Good morning, everybody.

Welcome to all of you, and particularly to those of you who have come from out of town.

It's good to see you. Thank you for coming.

The other day I was thinking about the shifting perceptions of women in the workplace during my 18-year professional career. And I was reminded of an episode, probably twenty years ago now, from "All in a Family."

For those of you too young to remember that sitcom and who haven't caught the re-runs, that was the program starring Carroll O'Connor as the beloved bigot Archie Bunker.

The episode revolved around a riddle that Archie's daughter Gloria asked him to solve. The riddle goes like this: A father and his son are involved in an auto accident, the father is killed and the son, seriously injured, is taken to the hospital.

At the emergency room, the surgeon on duty looks down at the patient on the operating table and exclaims, "I can't operate on this patient. He is my son!" The riddle, of course, is: How could this be, if the father had just been killed?

Well, Archie, his wife Edith, their son "Meathead" come up with all kinds of answers. The doctor is the patient's stepfather, his godfather, his this, his that. But nobody came up with the right answer. It was only at the end of the episode

that Gloria solved the riddle by pointing out that the doctor was the patient's mother.

If you tried that riddle today, you would look rather silly. It wouldn't even be regarded as a riddle. It's just too easy to answer.

So, we have made some progress on women's issues since Archie Bunker was in his heyday. You have seen it. So have I. Our being here today is evidence of this progress.

Yet....and there's the rub...the yet. We still have a lot more work to do. You know that. So do I.

A lot of change is taking place within the FAA. Some people may think that, with all the focus on the ATC corporation, on modernization, buyouts, and downsizing that the FAA may have been distracted from its commitment to creating a more diverse workplace.

I know there is a lot of concern about what might happen to women and minorities in the FAA as we move through this period of uncertainty, budget austerity and downsizing.

So I'd like to talk briefly with you about workplace diversity. And I want to tell you, up front, that diversity is still at the top of our agenda.

Women's programs, women's issues, women's concerns at the FAA are not dead and they are not dying.

They're alive and well and will continue to receive the attention that they deserve as long as I work in this agency.

You have a good friend in the Administrator's office. The Administrator -- David Hinson.

And me. Linda Daschle.

And you can be sure that as changes in program funding and priorities are proposed and evaluated, that women's concerns are going to be on the table, that they will be taken seriously, and that they will receive the financial and policy support they deserve.

You can be sure of that.

One of the things that all Federally Employeed Women need to recognize is that we all have a great deal in common.

You, me, and all the women we work with in our jobs.

First, we have all chosen public service as a way to earn a living, and enrich our lives. Working for the American people is good, honorable, and important work.

We need to remember that as we go to work every day.

And we need to remember that as we endure the criticisms of individuals who need to attack government and government employees to advance their personal agendas -- or who just don't understand what we do.

You and I also have in common an appreciation of the strong values that women bring to their public work and private lives.

We know the value of family, and the importance of taking care for the future.

We appreciate honest, productive work, and the opportunity to meet new challenges, and devise new solutions.

And we all know, that balancing our careers in aviation, our family responsibilities, and the scores of other things that we have to do every day, can be plain hard.

Everyday, we are called upon to make many difficult choices and personal sacrifices.

As mothers, as wives, and as daughters, we have tremendous responsibilities.

We know what it means to budget our time, and balance our checkbooks.

We all know what it means to work full time on the job, then work full time at home.

We do have a lot in common. We are joined together in a very special sorority.

I hope you will think about this as you reflect upon how we work and where we work. Because against the backdrop of the dynamic organizational and technological changes that are taking place in aviation, we see equally dramatic, breakthrough changes occurring in the work place.

The modern work place is changing rapidly and looks quite different than it did when we started out.

Our work is more technical, more challenging, and more demanding

And our work places--at the office and on the job site--are beginning to look more and more like the population-at-large.

We see more women in the industry, more African, Asian, Latin, and Native Americans, more older Americans, and more colleagues who have physical disabilities.

The challenge of building a more productive, friendly, and empowering workplace, with all these different types of people, comes under the broad label of diversity.

I would like each of you to know that I view the concept of "diversity" as one of the great issues and challenges of our time.

It's an issue that I feel very strongly about, and one which is high on my personal work agenda here at the FAA.

Why? Because every American has a stake in this country's future. And every American--regardless of his or her national origin, age, sexual orientation, disability, or education level should have an opportunity to participate in its progress. It's that simple.

Diversity is especially important to FAA, for our activities and responsibilities directly affect the safety and economic well-being of millions of women and men, girls and boys, in every corner of the United States, and around the world.

From Mississippi to Montana, from California to Connecticut, people's lives and their livelihood critically depends upon what we're doing, and how we do our jobs.

Our customers are millions of white people, black people, red people, yellow people, and brown people.

Seniors and kids, mothers and fathers, brothers and sisters.

People who speak Spanish, Chinese, Korean, Vietnamese, Polish, Russian, Sioux, Navaho, and more.

If we are to respond quickly and efficiently to the changing market, if we are to respond adequately to our customer's demands, we must be sensitive, we must be intelligent, and we must be creative.

We must recognize that meeting our customer's needs requires that we understand our customer's needs.

We can do this effectively and efficiently only if our work force mirrors our client base. FAA, for its part, will be stronger and more successful to the extent that it has the quality and quantity of human resources needed to achieve its mission.

That's why diversity is important.

And, of course, diversity is important because FAA will be a more comfortable and friendlier place to work if all groups are welcome in the

office and on the job.

The demographics ARE changing.

By the end of the decade and into the next century, the work force will be made up of an increasing percentage of women and minorities. If FAA is to be competitive in this environment, it must work to establish a reputation as an agency where women and minorities are welcome and can move up the ladder.

We are doing better. Today -- more than ever before in the history of the agency -- women are in high profile jobs with the power to make their positions count.

Women now head three of our nine regions, direct airport and environmental policy, manage air traffic and airway facilities divisions, and head-up the center for management development.

Throughout our executive ranks, women are involved in making many of the major decisions and the hard choices which confront our agency.

But David Hinson and I believe that we have to go far beyond naming a few women and minorities to certain high visibility positions. We believe that we must make a much broader commitment to increasing the participation of women and minorities throughout the civil service, and throughout society.

You have only to look around to see that the FAA, at all its levels, does not look like America now.

There are not enough women, generally, in high ranking positions, and, disturbingly, our record on minorities, is very poor.

There are, for example, no African American women at all in the Senior Executive Service and there is only one African American woman in the CDP pipeline.

The statistics tell us that, over the last ten years, 1983-1993, progress at the FAA has been too slow. The overall number of Hispanic, Asian and Native Americans, male and female, in all categories, has grown by less than one percent.

The percentage of African American women, overall, has grown by only 1.5 percent, while the percentage of African American men in the agency has actually fallen.

This is not a situation that we can be proud of.

It is a situation that we must change.

There must not be any barriers, whatsoever, to the progress and advancement of women.

Or to the progress, encouragement, and advancement of the FAA's minority or disabled staff.

We do not want the FAA, among Federal agencies, to be picking up the rear when it comes to equal opportunity.

We should be leading the way, not following behind.

So what will it take to make diversity work in the FAA?

In the FAA, like most large organizations, diversity issues need more than a manager's attention.

They need his or her commitment.

We must look at diversity -- not in the abstract. Not as a buzzword. Not just as this year's politically correct slogan -- one which by next year we'll find only on a few faded and peeling bumper stickers.

What will it take to make diversity work?

We need managers who are also leaders.

We need managers who can demonstrate that diversity actually makes a difference -- both in the quality of our work and the quality of our workplace.

A few months ago I read a newspaper article about a young woman of mixed African and Native American descent who -- while still in her early 30s -- was given a major assignment at Apple Computer out in California.

Her name is Donna Auguste. And she was asked to take over the management of a project important to the future of the company.

But a project which had run into serious trouble.

Her assignment was to complete the design of the Newton -- the small notebook computer which would be able to read handwritten entries.

Doctor Auguste -- she is a Ph.D. in computer science and an expert on artificial intelligence -- Doctor Auguste was put in charge of an elite team of computer programmers -- a group which had been struggling with the product for months ... struggling without success.

The project was plagued by design problems, missed deadlines, and budget over-runs. Sound familiar?

Now, as we all know, minority women are very scarce at the top of any field.

What this situation demanded was a team leader with the technical mastery and the force of personality to find a way to break through all the complex difficulties which had stalled the project.

Her first step was to make the team more diverse.

When she took over this was very much an insulated group ... a closed club of company culture clones.

She immediately set about hiring engineers from outside this small circle ... bringing in blacks and women and other minorities.

For Donna Auguste understood the value of diversity. It was something she took for granted -- having grown up in a black and Creole community in Louisiana.

That, she says, is where she learned her management and leadership skills.

So she feels at home in several cultures and understands the contribution which each can make to an undertaking -- even one which involves state-of-the-art computer engineering.

In this case, adding culture diversity to the team helped to produce the breakthroughs which were needed to solve the design difficulties and complete the project close to deadline.

What Doctor Auguste and her team achieved was one of the first low-cost computer products with built-in artificial intelligence.

This story is important to tell. And to tell again.

It makes a very strong case for the value of diversity.

Not just for reasons of fairness.

But for reasons of improved job performance and success in technical problem-solving.

And for that most important reason of all -- the entry on the bottom line.

For in today's high tech workplace, survival depends on the ability to adapt to change ... to adapt instantly and adapt constantly.

Flexibility and openness to new ideas are essential skills.

And these are skills most likely to be found in organizations rich in racial, ethnic and cultural diversity.

This is true of all technology-based organizations. As it is true of the FAA.

Even more so now -- as the FAA and its air traffic control function is re-engineered to enable us to become more efficient and responsive to the rapidly changing requirements of world aviation.

Diversity gives us hope that the FAA will always be innovative and quick to learn new ways in the challenging years ahead.

But if diversity is to work, we must have managers who genuinely believe in it. Managers like Donna Auguste at Apple Computer who are willing to take risks -- to bet their own careers -- that diversity will actually pay off.

This, I believe, is our obligation as women professionals in the FAA.

It is up to us not just to promote a more diverse workplace. But it's up to us as managers...and future managers...to see that diversity produces results.

To prove that diversity can really make a difference.

For if we don't do it, who will?

On that note, let me end with a story told by Meyera Oberndorf, the mayor of Virginia Beach.

A young daughter and her father were walking on the beach early one morning. A bad storm the night before had washed thousands of starfish up on the shore. Many of them were still alive.

As the two walked along, the father would bend down, pick a single starfish and toss it back into the ocean. The daughter watched him do this for some time. She finally asked: "Dad, why are you throwing those starfish back in? There are thousands of them. What difference can it make?"

The father didn't respond right away. He looked at the starfish in his hand, tossed it back into the

ocean and said, "Well, it made a big difference to that one."

Everyone in this room can make a difference, too. Don't forget that.

Thank you very much.